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**Building a socially responsible image  
in the homepage of the *Fortune Global 500* companies**

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in the homepage of the *Fortune Global* 500 companies**

by

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## **Abstract**

### **Building a socially responsible image in the homepage of the *Fortune Global 500* companies**

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A company can create a socially responsible image by having the public associate it (the company) with corporate social responsibility (CSR). Many researchers have asserted that a socially responsible image benefits a company in many ways. Zenisek (1979) clarified the complexity of CSR by approaching the concept through an organizational behavior approach. He constructed a CSR model that consisted of critical aspects—the *ideological*, *operational*, and *societal* aspects—in the relationship between a company and society. By applying Zenisek's (1979) CSR model, this study conducts a content analysis of the corporate website homepages of *Fortune Global 500* companies. The objective is to explore the variability in creating a socially responsible image through CSR communication by revenue, industry category, and country-of-origin. The results indicate that there are differences in communicating CSR aspects of CSR as well as CSR issues according to a company's revenue, industry category, and country-of-origin. The study provides fresh insights for practitioners to approach CSR communication in business.

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## **CHAPTER 1: INTRODUCTION**

In today's socially conscious market environment, corporate social responsibility (CSR) has become a global corporate agenda. Businesses benefit from attending not only to its core business practices, such as generating profit, but also to its responsibilities toward creating a better society (Du, Battacharya, and Sen, 2010; Crane, McWilliams, Matten, Moon, and Siegel, 2008). CSR is a goal to improve the well-being of a society that extends beyond a company's obligation to stockholders (Carroll, 1999; Kotler and Lee, 2005).

The concept of CSR has received much attention due to a series of corporate scandals and business changes that occurred in the early 1990s (Carroll, 1991; 1999; Vogel, 2005; Smith and Alexander, 2013) as well as an increasing desire among consumers for corporate transparency, and the media's close scrutiny of business activities. International CSR standards – such as Global Reporting Initiative's (GRI) guidelines, the United Nations (UN) Global Compact, the Organization for Economic Cooperation and Development (OECD) Guidelines, the International Labor Organization (ILO) Conventions, and the International Standard Organization's (ISO) standard – further push corporations to quickly adopt CSR in global business. These factors, collectively, shape how today's global corporations engage in and communicate their CSR initiatives (Fortanier, Kolk, and Pinkse, 2011). The development of information communication technologies (ICTs) no doubt enables corporations' ability to display greater openness and accountability (de Bakker and den Hond, 2008; Vaccaro and Madsen, 2009).

CSR is an important aspect to businesses in the competitive marketplace for several reasons. First, good CSR practice lowers reputational risk. A company's reputation is difficult to build, while unexpected events and scandals can destroy it instantaneously. Many researchers

argue that a strong CSR practice can prevent such occurrence or limit damages from scandals (Spence, 2010; Lougee and Wallace, 2008). Research also suggests an increasing relationship between CSR and a company's reputation (Carroll and Buchholtz, 2000; Farmer and Hogue, 1973; Grayson and Hodges, 2004; Oriesek, 2004; Smith and Alexandar, 2013). Second, good CSR practice benefits the company in terms of customer and employee trust and loyalty. Researchers note that consumers are now, more than ever, aware of how corporations are behaving socially. For example, in one study, 84% of Americans say, if prices are equal, they would switch brands if one brand advocates for a good cause (Cones, 2007). Another study shows that 79% of Americans consider corporate citizenship in deciding whether to buy from a company (Bhattacharya and Sen, 2004). Furthermore, good CSR can help retain valuable employees and attract talented future employees (Judge and Cable, 1997; Lougee and Wallace, 2008). Lastly, a strong CSR is also a competitive advantage that differentiates a company from other competitors with the purpose of increasing sales and market share. For example, Whole Foods Markets, Ben & Jerry's and the Body Shop have all successfully used CSR as a brand differentiator (Lougee and Wallace, 2008).

Therefore, properly communicating CSR is important since today's stakeholders and the general public looks for information concerning the company's social programs, environmental issues, governance, and community involvement. In response, we see companies actively communicating their CSR efforts through various platforms. Moreover, we see companies endeavor to create a CSR image as part of their corporate identity. Porter and Kramer (2006, 2011) suggest a holistic approach to shared value creation as one way to increase the effectiveness of CSR and business. Thus, CSR communication has now become a main concern in building corporate identity in many global companies. Corporate websites are known as a

good medium to do so (Esrock and Leichty, 2000). It is not uncommon these days to see leading global companies such as the Royal Dutch Shell, Chevron, and J.P. Morgan's efforts at building a socially responsible image by communicating their CSR-related issues and programs through the front page of the corporate website.

The Royal Dutch Shell, ranked number one in the *Fortune Global 500* in 2012, prominently displays their concern for climate change and the energy crisis that the world is facing today in its core message of the corporation's homepage. Chevron, on their homepage, says "The Power of the Human Energy. Finding newer, cleaner ways to power the world." Thus, communicates their priority. J.P.Morgan Chase, instead of explaining financial operations, highlights their socially responsible activities such as helping fight poverty, providing relief after hurricane Sandy, launching a new code of ethics, and investing in small business. These examples all illustrate how companies are using CSR-related contents to build their corporate identity.

While global corporations readily acknowledge the importance of CSR and actively communicate their involvement in CSR, such communication may vary by industry categories, revenue size, and corporate country of origin due to factors such as differences in business culture, core operation, public visibility and the composition of a company's stakeholders (Cone, 2007; Fortanier et al., 2011; Griffin and Mahon, 1997; Haley, 1996; Du et al., 2010). Recent studies of CSR in the cross-cultural context have found inconsistent results, which indicate that new assessment is necessary (Fortanier et al., 2011; Chapple and Moon, 2005). Therefore, the goal of this research is to explore CSR communication in *Fortune Global 500* companies by industry categories, revenue size, and corporate country of origin, to assess patterns in how CSR is communicated.

This thesis consists of five chapters. Chapter 2 presents the definition and conceptualization of CSR and a theoretical background for the present study. In addition, Chapter 2 examines CSR communication and the role of the homepage in the corporate website. Chapter 3 explains the methodology of a content analysis study to answer the research questions. Chapter 4 presents the results. Lastly, Chapter 5 provides a summary of the research, its limitation and suggestions for future research.

CSR issues are evolving as society and people change (Smith and Alexander, 2013). Thus results from this research will add new insights in understanding CSR communication in the cross-cultural context. Specifically, this research should aid in our understanding of how global corporations are building socially responsible images through the content in their homepages.

## CHAPTER 2: LITERATURE REVIEW

The concept of CSR varies among practitioners and scholars (Dahlsrud, 2006), and as a notion it continues to evolve (Carroll, 1999). There are many definitional conceptualizations of CSR, yet practitioners and scholars have reached little consensus in their defining of it (Dahlsrud, 2006). Van Marrewijk (2003) argued that definitional terms of CSR are often biased towards specific interests. Researchers have expressed concern, moreover, that the ambiguity of the concept gives rise to methodological complexity when studying CSR in international contexts (Parkhe, 1993; Arthaud-Day, 2005). Thus the difficulty in understanding CSR is due to its multiple facets and definitional, conceptual, and methodological complexity (Arthaud-Day, 2005).

Researchers have endeavored to clarify the notion of CSR and conceptualize it in business. Based on a review of CSR definitions and models of social responsibility in the literature, Zenisek (1979) proposed viewing CSR through an organizational behavior perspective. Zenisek's (1979) model defines CSR based on a notion of "fit" between the components of "business ethics" and societal expectations of a company. Elles (1960) conceptualized social responsibility as a range of a company's real behaviors that range from responsible to irresponsible. Related to Elles' (1960) conceptualization, Zenisek (1979) examined CSR utilizing Petit's (1967) view of managerial ethics. Petit (1967) referred to two components in business ethics: the *ideological* and the *operational* aspects. The ideological aspect is the belief system – what a company believes it should be doing; the operational aspect are the guidelines for practical behavior – the observation and measurement of what the company actually does. These two aspects find their analog in ethics in belief and action. Petit (1967) suggested that when these two aspects are in conflict, a "moral crisis" arises. Chamberlain (1953) and Frederick (1960)

conceptualized social responsibility as managing business operations and economic systems that satisfy the expectations of the public. Thus, the *societal* aspect is what the society demands of the organization (Zenisek, 1979). Consequently, in Zenisek's model of CSR, the components of CSR are these three aspects—the *ideological*, *operational*, and *societal*. The degree of congruence between the *ideological* and the *operational* aspects can lead to a “moral crisis.” The degree of congruence between these two aspects and the *societal* may lead to an inappropriate understanding or implementation of CSR (Zenisek, 1979). Zenisek's (1979) model provides various perspectives for understanding the multiple stakeholders in a company. This model facilitates, from an organizational perspective, an understanding of CSR through internal belief systems, internal and external processes, and external engagement in the society (Zenisek, 1979; Arthaud-Day, 2005).

The CSR literature has yet to settle on a commonly accepted definition, though many studies have revealed several recurring themes (Dahlsrud, 2006). Drawing from both journal articles and web pages, Dahlsrud (2006) analyzed 37 definitions of CSR to develop a single unbiased one. The definitions he looked at consisted of five dimensions—the environmental, social, economic, stakeholder, and voluntariness dimensions. Dahlsrud (2006) used frequency counts from Google to explore how consistently these dimensions were invoked. The first dimension, the environmental, encompasses CSR definitions including “the natural environment;” the social encompasses “the relationship between business and society;” the economic encompasses “socio-economic or financial aspects, including describing CSR in terms of a business operation;” the stakeholder encompasses “actions not prescribed by law” (Dahlsrud, 2006). This study provides a structure for understanding the wide range of issues and definitions that CSR encompasses.

## CSR COMMUNICATION

Podnar (2008) asserted that CSR communication encompassed a process of anticipating stakeholders' expectations, communicating CSR policy and programs, and managing various organization communication tools. CSR communication aims at providing true and transparent information integrated into a company's business operations, social and environmental concerns, and interactions with stakeholders (Podnar, 2008). Researchers have claimed that the stakeholder approach in corporate communication is strongly connected to the concept of CSR (Nielsen and Thomsen, 2009). CSR communication is intended to influence stakeholders' and society's image of the company by legitimizing an organization's behavior (Birth and Illia, 2007). Therefore it is critical in CSR to build a strong line of communication between stakeholders and a company.

CSR communication not only convinces stakeholders that the company is serious about its CSR strategy but also produces benefits that come with a socially responsible image, built in turn through CSR communication (Brown and Dacin, 1997; Sen and Bhattacharya, 2001; Maignan and Ralston, 2002). Companies employ CSR association strategies that "reflect the organization's status and activities with respect to its perceived societal obligations" (Brown and Dacin, 1997:68). Thus, consumers and the public construct a cognitive association between a company's related CSR and the organization's status and activities (Brown and Dacin, 1997); this leads to the formation of a socially responsible image. For example, CSR-related mission slogans are often utilized by the chemical industry, which generates a strong association with the corporate identity (Verboven, 2011) such as Chevron's "finding newer, cleaner ways to power the world."

A socially responsible image benefits a company in many ways. It positively influences corporate reputation by evoking trust, according to McWilliams, Siegel, and Wright (2006). It



can be a signal of product or company quality. A business builds value through CSR practices and communication that enhance the firm's reputation and legitimacy (McWilliams et al., 2008). Social cause-related marketing (Drumwright, 1996; Varadarajan and Menon, 1998; Murray and Montanari, 1986) highlights the alliance of stakeholder and firm interests through corporate philanthropy and marketing. For example, Dove's campaign for "real beauty" (The Dove campaign for Real beauty, 2013) aimed to build self-esteem among Americans who were influenced by what many consider an unattainable standard of beauty. This campaign was based on a global study commissioned by Unilever. This cause-related marketing, which garnered from the public a great deal of praise and credit, resulted in a reputational gain for Dove. A socially responsible act such as ethical purchasing behavior and green consumerism (Crane, 2001; Frankel, 1998; Peattie, 1998) also illustrate how these strategies can become a strong marketing differentiation strategy.

A socially responsible image not only mitigates responsible behaviors but also fosters stakeholder interaction by identifying stakeholder's expectations (Maignan and Ferrell 2004). Organizations with a socially responsible image are perceived more positively and trusted more (Swaen and Vanhamme, 2004; Jahdi and Acikdilli, 2009) and stakeholders reward good corporate citizens (Porter and Kramer, 2006; Smith, Smith, and Wang, 2010). Some researchers have argued that this socially responsible image even impacts financial performance (Smith, 1990; Bhattacharya and Sen, 2004; Brown and Dacin, 1997; Sen and Bhattacharya, 2001). For these reasons, companies strive to create a socially responsible image through communicating CSR.

CSR communication also creates public awareness. Myriad stakeholders such as government agencies, non-governmental organizations (NGOs), employees, investment firms,

and the general public seek information related to environmental issues, company policy on governance, social programs and community involvement (Dawkins and Lewis, 2003; Ziek, 2009). Besides, when evaluating a company's policy and strategies, stakeholders – managers, employees, investors, and consumers – consider more than just profit (Smith and Alexander, 2013; Blazovich and Smith, 2011; Cronin, Smith, Gleim, Ramirez, and Martinez, 2010; Makni, Francoeur, and Ballavance, 2009). Research suggests that more information on companies' socially responsible behaviors is more likely to attract critical stakeholders (Ashforth and Gibbs 1990; Morsing and Schultz, 2006). However, recent research has shown that the public awareness of a company's CSR activities was typically low even among stakeholders (Bhattacharya, Sen, and Korshchun, 2008; Du, Bhattacharya, and Sen, 2007; Sen et al. 2006). According to these studies, many consumers are unaware of the fact that most companies today engage in some type of activity that helps people or the environment. Du, Bhattacharya, and Sen (2010) argued that if consumers and investors were largely uninformed, the company would reap few benefits from CSR initiatives. Researchers suggest that companies should not only adopt CSR as part of their mission and program but communicate that to stakeholders (Brønn and Vironi, 2001).

CSR communication is different from ability-related information because it is closely related to aspects of corporate identity. CSR communication differs from communicating corporate information such as product superiority and new innovations. It encompasses fundamental and lasting elements of corporate identity, distinguished by the characteristic of virtue (Du et al, 2010). Because corporate identity is attached to the reputation and credibility of a corporation (Nielsen and Thomsen, 2009), CSR information entails stakeholders' credit for the company's motive in CSR engagement. However, stakeholders are less likely to make positive

inferences about the corporate identity when they find hidden motives or self-serving motives (Fein and Hilton, 1994; Du et al., 2010). Therefore, delivering this information comes with an extenuating risk (Beckmann, Morsing, and Reisch, 2006; Podnar, 2008; Ziek, 2009). Hence, many companies are tentative about how to communicate their CSR initiatives to the public (Morsing and Schultz, 2006).

When companies display explicit CSR motives that are self-serving, they stir up public skepticism and negative inferences regarding the corporate identity. Ashforth and Gibbs' study (1990) indicated the risks to legitimacy for companies perceived as exaggerating their good deeds. Webb and Mohr (1998) argued that consumers are more skeptical about cause-related marketing produced by a for-profit organization; many consumers conclude it is just a "gimmick" firms use to manipulate public perceptions. Forehand and Grier's (2003) study revealed that consumers, when they felt deceived, reacted negatively to a company's CSR. The *Economist* (2005) found that people generally believed for-profit organizations engage in CSR out of a profit interest rather than out of altruism. If a company has a bad reputation, marred by, say, a corporate scandal, the public is skeptical when it tries to promote desirable qualities (Ashforth and Gibbs, 1990; Morsing and Schultz, 2006). Researchers have found that consumers find as more credible the more implicit forms of CSR communication to the explicit ones (Martin, 1992); many stakeholders prefer more subtle forms of CSR communication (Morsing and Schultz, 2006).

Yet recent research has found stakeholders to be growing more tolerant of companies' extrinsic CSR motivations. Extrinsic CSR motivation reflects the company's CSR initiative rationale regarding how it serves the company's economic goals; intrinsic CSR motivation reflects, on the other hand, the sincere social concern of the company. Ellen, Webb, and Mohr

(2006) found that people showed more positive reactions to cases where CSR intrinsic and extrinsic motivations are mixed. Thus, when people see the intrinsic attribution of the CSR in the bottom line of business, they are more willing to accept the extrinsic motivations—the business-promoting side. Therefore, companies and consumers are tending to adopt a “win-win” standpoint, recognizing that CSR can and should serve both the needs of society and business (Sen et al., 2006).

## CORPORATE WEBSITES

An important CSR communication tool for companies are corporate websites. The corporate website represents the corporation as a whole; it represents, in many ways, the identity of a corporation (Esrock and Leichty, 1998; Pollach, 2005). The World Wide Web (WWW) is what is known as a “pull” medium, which means its audiences have more control over what they want to view compared with those of traditional media (Pollach, 2005). Active information seekers seek out information on the website and process what they find more effectively than they do with traditional media. Consequently the interactivity characteristic enables companies to learn more about their stakeholders and the public (Pollach, 2005). To understand the managerial aspects of creating a web site, White and Ramen (1999) conducted interviews with web site developing decision makers. The study showed that the messages conveyed to audiences are not filtered by gatekeepers, but are managed by the organization through research, planning, and assessment (White and Raman, 1999). Estrock and Leichy’s (1998) study indicated that web communication’s attributes—rapid distribution, access, and feedback—permit more active interaction with a broad public. These authors assert that corporate websites not only provide useful information about CSR, but also carry out an agenda-setting function.

In addition, corporate websites are a good medium with which to communicate CSR because web content seems to have more credibility and value (Pollach, 2005; Jahdi and Acikdilli, 2009). Therefore, gaining knowledge of the company through navigating a company's website can not only facilitate the acquisition of information but also build customer loyalty and commitment (Ellonen, Tarkiainen, and Kuivalainen, 2010; Smith and Alexander, 2013). Thus, websites are a good medium to build a socially responsible image.

#### Homepage and headline

A corporate homepage is the gateway to the actual website and the first step in creating a corporate identity. A homepage is where companies display more authentic and meaningful projection of the corporate identity (Hyland, 2011; Esrock and Leichty, 1999). Thus, a corporate homepage is a good place to try to capture what the corporation stands for as a whole. A homepage introduces the corporation's core beliefs and operations and crystallizes its overall image.

Moreover a homepage allows the corporation to establish, within the site, the level of importance that a certain aspect has. Rosenfeld and Morville (1998) assert that the most simple and well-known way of organizing information on websites is hierarchization. Information on a website is structured; that is, the site developers hierarchize information according to its level of importance and certain of its aspects (Moreno and Capriotti, 2009). Crowston and Willams (1997) argued that at the hierarchical pinnacle is the home page. A homepage encapsulates the vital information a company wants communicated.

The homepage is an important content gateway; it strongly influences whether a visitor stays and explores or, losing interest, leaves for another cyber destination. Askehave and Nielsen (2005) asserted that the role of a homepage is 1) to introduce the general content of the website

and attract users and 2) providing navigational tools to facilitate readers accessing and navigating the site. Estrock and Leichty (2000) asserted that corporate websites fail in usability tests because they fail to provide a strong cue to the content and how it can be accessed. Yao, Wang, Li, Li, and Ma (2006) found a relationship between a homepage's visual layout and the ease of locating important news on news websites. The authors claimed that more creditable homepages displayed stronger visual strength of the important news and recommended the news more reliably. Thus, a homepage is an important gateway to access the most desirable and important message of the website.

A homepage usually consists of a company's logo, headlines (with large illustration and photos), brief (overview of the website contents), and cutlines (photo captions to elaborate photos). These elements play an important role in attracting viewers and creating a strong sign of company's identity. The Stanford-Poynter project (2000) reported that online readers viewed text first such as headlines, briefs, and cutlines. A follow-up study that tracked the eyes of online readers (2004) found that initially readers' eyes attach themselves to the upper left of the page where, usually, a company's logo is located. Then, dominant headlines take hold of readers' attention. The study said larger headlines received more notice than smaller ones. In addition, navigation elements located at the top of a home page, where CSR headings are usually located, also drew readers' notice (Poynter, 2004). Thus, CSR-related dominant headlines with images associated with the company's logo become a strong instrument in building a socially responsible image of the corporation. Moreover, placing CSR-related themes in the navigation and CSR headings such as "sustainability," "environment," "social responsibility" and "community" can not only facilitate the process of stakeholders gaining knowledge of the company but also build a good corporate citizen identity (Smith and Alexandar, 2013).

Consequently, dominant headlines in a corporate website homepage facilitate the building of a socially responsible image to the public.

## CSR AND THE ORIGIN OF COUNTRIES

In the literature, CSR is often examined through a cross-cultural context. Maignan and Ralston (2002) studied how CSR information on web pages in France, the Netherlands, the UK, and the USA presented their socially responsible citizenships in different ways. The study, which conducted a content analysis of corporate websites, found notable differences in how countries communicated CSR. In Asia, where CSR is a comparatively new concept, it is receiving increasing public attention (KPMG, 2005; Ramasamy and Woan Ting, 2004). To get a handle on CSR penetration, Chapple and Moon (2005) analyzed the corporate websites of 50 companies per country in Asia. The study failed to discern a general pattern of CSR, concluding that it may be better explained by national factors.

However, recent studies have found results that have differed from previous research on CSR reporting in cross-cultural contexts. Researchers have examined how the relationships between CSR reporting and countries of origin affects (Harzing and Sorge, 2003) multinational enterprises (Fortanier et al., 2011). Fortanier et al. (2011) argued that globalization and increased global standards have impacted the way countries communicate CSR. Other studies have suggested a strong country-of-origin effect influences international business. Fortanier et al. (2011) found, however, global standards and guidelines increased the overall level of CSR reporting and even caused a convergence of CSR activities of companies from different countries. Thus, the environment of global business is evolving with the concept of CSR (Carroll, 1979; Smith and Alaxandar, 2013) and the pressure of global standards and guidelines in recent years

have changed the way global companies communicate CSR (Fortanier et al., 2011). Therefore, there is a need for new research on CSR communication in cross-cultural contexts.

## CSR COMMUNICATION AND INDUSTRIES

Due to the different societal issues and demands they confront, industries vary in how they communicate CSR issues. The literature shows that industries confront societal issues that are closely related to their reputation and their corporate identity. Energy companies, such as oil and gas, continually face environmental, health and safety, and liability risks that are very closely related to their reputations. The public seems to be ambivalent in its regard of these energy companies. Indeed, the availability of inexpensive fossil fuels enables people to achieve higher standards of living, but the exploration and production of such fuels cause social tension, such as environmental and labor issues (Spence, 2010). In the past, mining industry has shown a bold attitude towards the impact of its operations on communities. They excuse damage caused to a place by saying the overall financial benefit outweighs the environmental costs (Jenkins, 2004). However, the industry is facing pressure from increased stakeholder accountability and social responsibility. Thus, the mining industry, in a form of impression management, has implemented CSR reporting to construct its own socially responsible image and to handle legitimacy threats (Hooghiemstra, 2000; Vendelo, 1998; Deegan, Rankin, and Tobin, 2002).

The healthcare industry shoulders burdens related to global property and health concerns. Leisinger (2005) asserted that pharmaceutical corporations are under particular pressure, in the context of the HIV/AIDS crisis, to give up their intellectual property and serve society by lowering drug prices. Smith and Alexander (2013) found retail and service companies focused on communicating the health and wellness of employees and diversity due to its labor intensive and employee-focused environment. The telecommunication industry faces health risks related to



electromagnetic fields (radiation) and environmental issues such as Coltan mining, which is a threat to wildlife. Indirectly, people are concerned about the “digital divide” and consumer privacy (Runhaar and Laffery, 2006).

The core business operations of certain industries have distinct characteristics related to CSR topics. Industries also have different relationships with their stakeholders, with different degrees of involvement on certain responsibility issues (Griffin and Mahon, 1997). They differ in their internal and external pressures such as those caused by government regulations, consumer-oriented nature of companies, and public visibility (Arlow and Gannon, 1982). This may affect the way industries create a particular social interest or implement CSR programs (Holmes, 1977; Ingram, 1978). Thus, these differences are expected to be further explained or analyzed because these issues change and vary according to the industry (Carroll, 1979). Researchers have addressed the need to study industries by matching stakeholders with suitable social and financial measures in CSR (Wood and Jones, 1995; Griffin and Mahon, 1997).

## CSR AND REVENUES

Although implementing CSR in business is becoming more popular, a debate continues regarding the relation between CSR and corporate financial performance (CFP). Studies on CSR communication have produced evidence of an association between revenue and CSR reporting. Esrock and Leichty’s (1998) study suggested that corporations with greater revenue are more likely to communicate social responsibility issues on their web sites. The study found that 82% of Fortune 500 companies mentioned at least one CSR issue. In a recent study on corporate communication strategy, Kim and Rader (2010) reported that 94 of the top 100 Fortune 500 companies emphasized a CSR strategy more than a corporate-ability-focused strategy. The latter strategy is evidenced by a company aiming to build “the publics’ cognitive associations related

to an organization's expertise and ability in terms of their products and services" (Brown and Dacin, 1997; Kim and Rader, 2010). The study showed that overall 84% of the Fortune 500 companies mentioned at least one CSR strategy. These studies underscore the suggestion that companies with larger revenues have a propensity to communicate CSR.

## RESEARCH QUESTIONS

Based on the previous discussion and conceptualization of the CSR construct, the following questions explore how global companies are implementing CSR communication on their homepages:

- RQ1: To what extent do *Fortune Global 500* companies vary by revenue, country-of-origin, or industry category in communicating CSR in the headline of their homepage?
- RQ2: In communicating the three aspects of CSR (the *ideological*, *operational*, and *societal*) via their homepage headlines, to what extent do *Fortune Global 500* companies vary by revenue, country-of-origin, or industry category?
  - RQ2a: To communicate their *ideological* aspects through their headlines, *Fortune Global 500* companies are employing which CSR dimensions? Do these companies vary in revenue, country-of-origin, or industry category?
  - RQ2b: To communicate their *operational* aspects through their headlines, *Fortune Global 500* companies are employing which CSR dimensions? Do these companies vary by revenue, country-of-origin, or industry category?
  - RQ2c: To communicate their *societal* aspects through their headlines, *Fortune Global 500* companies are employing which CSR dimensions? Do these companies vary by revenue, country-of-origin, or industry category?

- RQ3: In their homepage headlines, *Fortune Global 500* companies communicate a socially responsible image by employing which CSR dimensions? Do these companies vary by revenue, country-of-origin, or industry category?

## CHAPTER 3: METHODOLOGY

Based on the research questions, a content analysis was carried out to examine how corporations use corporate website homepages to present themselves as socially responsible corporations. Data for the study were collected from 5 March 2013 to 15 April 2013 from the entire set of 2012's *Fortune Global 500* companies. A coding scheme was developed based on the combination of an iterative analysis of 120 samples of 500 companies and an extensive CSR literature review.

### CODING SCHEME DEVELOPMENT

The coding scheme employed was based on the conceptualization of CSR from Zenisek's (1979) CSR model and its *ideological*, *operational*, and *societal* aspects. Zenisek (1979) divides each aspect into five dimensions of CSR: the environmental, social, economic, stakeholder, and voluntariness dimensions (Dahlsaud, 2006). The five dimensions of CSR from the *ideological* aspect were distinguished by the particular themes each dimension was assigned to. For example, a homepage headline communicating a company's "environment" as being part of their mission, belief, and commitment was categorized into the environment dimension of the *ideological* aspect. The coding scheme categorized into the *operational* aspect those designated organizational programs and activities aimed at presenting socially responsible images. To begin, the scheme categorized, according to Dahlsaud's (2006) five CSR dimensions, CSR programs and activities found on the 120 corporate websites. Moreover, contents for the *operational* aspect were developed further through studying current CSR trends found on such websites as Sustainable Business Forum, Interbrand (study of Best Global Green Brands), and CSR wire. Contents of the *operational* aspect were categorized in different dimensions. For example, CSR reporting informs the stakeholders of the company's contribution to the well being of society

(Idowu and Papasolomou, 2007). Thus, the scheme categorized CSR report in the stakeholder dimension followed by Dahlsaud's (2006) CSR definition – CSR related to “interaction with their stakeholders.”

The *societal* aspect of the coding scheme was also categorized according to specific stakeholder issues and societal issues found on the homepages. Contents used to communicate the *societal* aspect were initially categorized based on Maignan and Ralston's (2002) categorization of stakeholder issues. However, due to the evolution of the concept and terms, different issues emerged from the iterative analysis and literature reviews.

To examine the three aspects and the CSR dimensions in communication, each was operationally defined. The *ideological* aspect was operationally defined as an attempt to present a socially responsible image in “who we are,” “what we do,” and “what we believe,” such as mission, value, vision, and belief of the company. CSR contents in the *ideological* aspect were distinguished by distinctive characteristics of the five CSR dimension defined by Dahlsaud (2006). The CSR dimensions (Dahlsaud, 2006) communicated in the *ideological* aspects are defined as the following: 1) The environmental dimension communicates a company's CSR concerning its “environmental stewardship” in their mission, value, and belief. 2) The social dimension communicates a company's CSR concerning its “contributing to a better society” in their mission, vision, and value. 3) The economic dimension communicates a company's CSR concerning its “contributing to economic development” in their mission, value, and belief. 4) The stakeholder dimension communicates a company's CSR concerning its “treating the stakeholders of the firm” in their mission, vision, and value. 5) The voluntariness dimension communicates a company's CSR concerning its “ethical values” in their mission, value, and belief “based on ethical values.” Therefore, the *ideological* aspect communicates social

responsibility as a part of the company's core mission and value. The codebook in the Appendix illustrates the above in more detail.

The *operational* aspect functioned as an attempt to communicate a company's actual operation of CSR to justify its processes. Contents in the *operational* aspects expressed their CSR processes by adopting legal justification (e.g., code of conduct), economic justification (e.g., achievements, awards), and scientific justification (e.g., experts, scientific study results) (Ashforth and Gibbs, 1990). Examples include: communicating obligation, code of conduct, citing scientific studies, specific CSR programs, financial/non-financial reports, achievements, awards, and newsletters. The CSR dimensions communicated in the *operational* aspect are defined as follows. 1) The environmental dimension communicates a company's CSR process and engagement related to contributing to "the natural environment," such as energy saving programs. 2) The social dimension communicates a company's CSR process and engagement concerning its contributing to "the relationship between business and society," such as education programs. 3) The economic dimension communicates a company's CSR process and engagement concerning its contributing to the "economic development of the society," such as programs to create jobs. 4) The stakeholder dimension is a company's CSR process and engagement concerning its contributing to "stakeholders or stakeholder groups," such as diversity programs for employees. And 5) the voluntariness dimension is a company's CSR process and engagement concerning its contributing to "actions not prescribed by law," such as code of conduct. Therefore, the *operational* aspect expresses a company's specific action and engagement in various CSR activities to create a socially responsible image. A codebook is shown in the Appendix section.

Lastly, the *societal* aspect was operationally defined as a company's attempt to demonstrate awareness of and concern about societal topics and issues as so demanded by stakeholders. The CSR dimension communicated in the *societal* aspect was defined as follows. 1) The environmental dimension expresses a company's concern and interest in "the natural environment," such as displaying concern towards the pollution issue in China. 2) The social dimension expresses a company's concern and interest in "the relationship between business and society," such as showing concern and care about poverty in developing countries, 3) the economic dimension expresses a company's concern and interest in the "economic development of the society," such as discussing current economic issues, 4) the stakeholder dimension expresses a company's concern and interest in "stakeholders or stakeholder groups," such as displaying equal opportunity issues. 5) The voluntariness dimension expresses a company's concern and interest in "actions not prescribed by law" such as displaying business ethical issues. In sum, the *societal* aspect reflects stakeholders' demands as well as companies concern and interest in these issues. We coded all these indicators based on the dichotomy of the message's presence (e.g., yes – 1 or no – 2). This is also specifically displayed in the codebook (see Appendix).

Categorizing organizational programs and CSR issues resulted in some overlaps between CSR dimensions. A specific CSR program sometimes encompasses more than one CSR dimension. For example, donation programs can be categorized in both the dimensions and voluntariness dimensions. Moreover, companies used the same programs or terms to indicate broader meanings, which led to overlaps in the coding scheme. For example, "sustainable development" is included in two categories (environmental and economic dimensions). Also, "philanthropic programs" (social and voluntariness dimensions) and "health and safety programs"

(social and stakeholder dimensions) were coded in two categories. Thus, because all programs and issues included in the coding scheme were specifically implemented by companies to communicate their social responsibility, these programs were coded in both sections (see Appendix).

The variables in the study are country-of-origin, industry category and revenue. Country-of-origin is classified by three major continents—North America, Europe, and Asia. South America and Australia were excluded because each had only nine companies each in the *Fortune Global 500* (Africa had none). Industry category implemented the ten industry “sector” codes of the Global Industry Classification Standards (GICS) by Standard & Poor’s (2002). The list of the ten industries includes: 1) energy, 2) materials, 3) industrials, 4) consumer staples, 5) consumer discretionary, 6) health care, 7) financials, 8) information technology, 9) telecommunication, 10) utilities. Revenues of each company were coded from the *Fortune Global 500* website.

#### INTERCODER RELIABILITY

Two independent coders were trained to code the developed coding scheme. To instruct the coders, 10% of the *Fortune Global 500* companies’ websites were used as a training set. During the training, two coders continually discussed the differences that occurred in the training set. Differences occurred in coding the overlaps of the CSR programs and issues in CSR dimensions. In addition, 20% of the 500 companies’ websites were cross coded by two coders. Table 1 to Table 3 illustrate the inter-coder reliability from the data set. Inter-coder reliability ranged from .81 to .96 using Perreault and Leigh’s intercoder reliability (Perreault and Leigh, 1989).



## CHAPTER 4: RESULTS

This chapter examines the results.

- RQ1: To what extent do *Fortune Global 500* companies vary by revenue, country-of-origin, or industry category in communicating CSR in their homepage?

Of the *Fortune Global 500* companies, 65% communicated CSR-related messages in their homepage headlines. More than half of the *Fortune Global 500* companies had a CSR-related news format (58.4%) and CSR-related image (51.8%). Also these companies displayed CSR on their homepages by highly implementing financial reports (48%), CSR banners (17.2%), and CSR headings in the navigation (49.6%) (see Table 1).

Overall, the most popular topics among the *Fortune Global 500* companies were the social and economic dimensions. Figure 1 illustrates the percentage of CSR dimensions communicated in the homepage headlines. There was 20.4% (104) of environmental dimensions, 31.2% (159) of social dimensions, 31.8% (162) of the economic dimensions, 28.7% (146) of stakeholder dimensions, 2.6% (13) of voluntariness dimensions.

### By industry category:

A chi-square test revealed a relationship between industries and communicating CSR in the headline homepage ( $\chi^2 = 31.942$ ,  $p = .044$ ). See Table 4. The leading industry to communicate CSR in its homepages was the financial services industry (19.03%,  $n = 62$ ). Next were industrial at 15.41% (51), consumer discretionary at 14.46% (47), and energy at 14.15% (46). See Figure 2.

### By country-of-origin:

Also showing a significant relationship in presenting CSR on its homepage headlines was country-of-origin ( $\chi^2=10.195$ ,  $p=.037$ ). See Table 10. Figure 3 illustrates CSR was

communicated in homepage headlines according to country-of-origin. Of European companies 73.58% (117) communicated CSR in their homepage headlines, as did 67.24 % (117) of Asian companies, and 58.9% (86) North American companies.

By revenue:

A total of 332 *Fortune Global 500* companies (65.2%) communicated CSR in their homepage headlines. The average revenue of these companies ( $M = 63,474.54$  million,  $SD = 63,649.07$  million,  $n = 332$ ) was higher than the average revenue of the companies that did not communicate CSR in their homepage headline ( $M = 49,000.81$  million,  $SD = 32,946.50$  million,  $n = 153$ ). See Table 11. A Levene's test for equality of variance found a significant mean difference between the two groups ( $F = 14.058$ ,  $p = .0002$ ). See Table 13. In addition, 81% of top 100 *Fortune Global 500* companies communicated CSR in their homepage headlines (see Figure 4).

- RQ2: In communicating the three aspects of CSR (the *ideological*, *operational*, and *societal*) via their homepage headlines, to what extent do *Fortune Global 500* companies vary by revenue, country-of-origin, or industry category?

To communicate their socially responsible images, among 65.2% of the *Fortune Global 500* companies, 45.67% (227) presented the *ideological* aspect, 33.6% (167) presented the *operational* aspect, and 13.48% (67) presented the *societal* aspect (see Figure 5).

By industry category:

A chi-square test revealed no significant relationship between the industries and communicating different aspects ( $\chi^2 = 6.095$ ,  $p = .995$ ). See Table 4. A one-way ANOVA was conducted to find the variability between industries at different levels of aspects. The ANOVA

indicated significant differences between the ten industry categories on the *ideological* aspect ( $F = 3.516, p = .00002$ ) and the *operational* aspect ( $F = 1.996, p = .032$ ). See Table 12.

#### By country-of-origin

The country-of-origin displayed a significant pattern in communicating CSR aspects ( $\chi^2 = 17.494, p = .001$ ). See Table 3. Communicating *ideological* aspects were 40% (91) of Asian companies, followed by 35% (78) of European companies, and 25% (56) of North American companies. Asian companies (23%,  $n = 39$ ) communicated the least of the *operational* aspect, whereas European companies (40%,  $n = 68$ ) communicated the most. North American companies communicated the *operational* aspect (36%,  $n = 61$ ) more than the *ideological* aspect (25%  $n = 56$ ). A number of companies communicating the *societal* aspect decreased, yet European (45%,  $n = 30$ ) and North American (34%,  $n = 23$ ) companies communicated more than Asian companies (21%,  $n = 14$ ). Figure 6 illustrates how country-of-origin varied in presenting CSR aspects.

#### By revenue

The average revenue of communicating all three aspects was \$84,244 million ( $n = 61$ ). A sample T-test revealed no significant differences between communicating one aspect or more than one aspect. However, a sample T-test indicated that significant differences separate communicating no CSR and more than one aspect ( $F = 26.204, p = .000001$ ). Figure 7 illustrates the changes in average revenues by these factors. Communicating all three aspects correlated with revenue ( $r = .186, p < .01$ ). See Table 15 and Table 16.

- RQ2a: To communicate their *ideological* aspects through their headlines, *Fortune Global 500* companies are employing which CSR dimensions? Do they vary by revenue, country-of-origin, or industry category?

#### By industry category

There is a significant relationship between communicating the *ideological* aspects and industries ( $\chi^2 = 33.529, p = .000076$ ). Financial service (18%,  $n = 43$ ), industrial (15%,  $n = 34$ ), and energy (14%,  $n = 33$ ) showed higher percentages in communicating the *ideological* aspect than other industries (see Figure 8). Figure 9 shows the variations across industries. Social, economic and stakeholder dimensions demonstrated distinctive differences in communicating CSR by industry. The social dimension displayed higher percentages of industrial (16%,  $n = 20$ ) and financial service (20%,  $n = 25$ ). The top three industries communicating the economic dimension were energy (20%,  $n = 25$ ), material (15.6%,  $n = 20$ ), and industrial (16.4%  $n = 21$ ). Financial service at 22.3% (27) had the highest ratio in the stakeholder dimension (See Figure 10, Figure 11, Figure 12).

#### By country-of-origin

A chi-square test revealed a relationship between country-of-origin and presenting the *ideological* aspects of CSR ( $\chi^2 = .647, p = .039$ ). Figure 13 illustrates the proportion of countries communicating the *ideological* aspect. CSR dimensions and country of origin also displayed a relationship ( $\chi^2 = 17.308, p = .003$ ). European companies showed the highest percentage of communicating the social (44%,  $n = 42$ ) and economic dimensions (43%,  $n = 43$ ). North America displayed a higher percentage in the stakeholder dimension (44%,  $n = 36$ ). Figure 14 shows the differences, across countries, in communicating CSR dimension. In addition, Asian companies showed the highest percentage in communicating the environmental (37%,  $n = 22$ ) and social dimensions (54.65%,  $n = 47$ ). See Figure 15.

- RQ2b: Which CSR dimension are *Fortune Global 500* companies employing to communicate the *operational* aspects in their homepage headline? Do they vary by revenue, origin of country, or industry category?

#### By industry category

A significant relationship was found between companies communicating the *operational* aspect and the ten industry categories ( $\chi^2 = 19.368$ ,  $p = .036$ ). CSR dimensions in the *operational* aspect and industries also showed a significant relationship ( $\chi^2 = 52.907$ ,  $p = .034$ ). The environmental dimension showed distinctive association to industries ( $\chi^2 = 23.551$ ,  $p = .009$ ). See Figure 16 and Figure 17. Energy at 22.2% (14), Consumer discretionary at 19% (12) and Industrial at 19% (12) displayed higher percentages in the environmental dimension (see Figure 17). Financial service at 19.3% (16) and Health Care at 15.3% (13) showed highest numbers in the stakeholder dimension (see Figure 19).

#### By country of origin

A chi-square test found a significant relationship between the origin of countries and communicating the *operational* aspects of CSR ( $\chi^2 = 19.962$ ,  $p = 0.000046$ ). See Table 4. Figure 20 shows that a greater number of European companies (40.48%,  $n = 68$ ) and North American (36.31%,  $n = 61$ ) companies presented the *operational* aspect than Asian companies (23.21%,  $n = 39$ ). A relationship between country of origin and CSR dimensions was also shown. Figure 21 illustrates differences in CSR dimensions in the *operational* aspect across countries. European companies showed highest percentage in communicating the economic (43%,  $n = 43$ ). See Figure 22. North American companies were leading in the stakeholder dimension (59.02%,  $n = 36$ ). See Figure 23. Asian companies focused on communicating the economic dimension ( $n = 26$ ), yet the number was relatively lower than other countries. Asian companies showed less

number of companies communicating the *operational* aspect compare to others. Moreover, although there was low number of companies communicating the voluntariness dimension, North American companies displayed 75% (6) of the voluntariness dimension.

- RQ2c: To communicate their *societal* aspects through their headlines, *Fortune Global 500* companies are employing which CSR dimensions? Do these companies vary by revenue, country-of-origin, or industry category?

#### By industry category

Companies communicating the *societal* aspect and the ten industry categories did not show a significant relationship ( $\chi^2 = 10.876$ ,  $p = 0.367$ ). In the *societal* aspect, however, a relationship was revealed between communicating CSR dimensions and industry ( $\chi^2 = 40.372$ ,  $p = 0.047$ ). See Figure 24. Energy communicated higher in environmental (32%,  $n = 8$ ) and economic issues (33%,  $n = 10$ ). Industrial also showed higher percentage (28%,  $n = 7$ ) in communicating the environmental dimension. See Figure 25 and Figure 26.

#### By origin of countries

A relationship was also revealed by the country-of-origin and communicating the *societal* aspects ( $\chi^2 = 8.401$ ,  $p = .015$ ). Communicating the *societal* aspect were 44% (30) of European companies and 34.44% (23) of North companies. See Figure 27. The lowest percentage of communicating the *societal* aspect belonged to Asian companies (20.90%,  $n = 14$ ). There was no significant relationship between CSR dimensions and country-of-origin. However, an ANOVA revealed among country-of-origin a significant difference in communicating the stakeholder dimension ( $F = 3.991$ ,  $p = 0.019$ ). A Tukey post-hoc procedure revealed that both European ( $M = .0683$ ,  $SD = .25309$ ,  $n = 161$ ) and North American companies ( $M = .0685$ ,  $SD = .25346$ ,  $n =$

146) communicated more stakeholder related issues than did Asian companies ( $M = .0115$ ,  $SD = .10690$ ,  $n = 174$ ). See Table 17.

- RQ3: In their homepage headlines, *Fortune Global 500* companies communicate a socially responsible image by employing which CSR dimensions? Do these companies vary by revenue, country-of-origin, or industry category?

#### Industry Category

A significant relationship was found between industry and communicating CSR dimensions ( $\chi^2 = 57.237$ ,  $p = 0.014$ ).

Table 5 illustrates the relationship. Leading in the environmental dimension were energy (22.33%,  $n = 23$ ) and industrial (17.48%,  $n = 18$ ). Energy (18.01%,  $n = 29$ ) and industrial (18.01%,  $n = 29$ ) also presented significant differences in the economic dimensions. Financial services displayed the highest percentages in the social (20.89%,  $n = 33$ ) and the stakeholder dimensions (21.92%,  $n = 32$ ). In addition, other industries displayed differences in communicating different dimensions of CSR (see Figure 28)

#### By country-of-origin

There is a significant relationship between companies communicating CSR dimensions and the country-of-origin ( $\chi^2 = 20.479$ ,  $p = .0086$ ). Table 7 illustrates the relationship. European companies focused on communicating the social (35.37%,  $n = 58$ ) and the economic dimensions

(35.37%,  $n = 58$ ). Asian companies also exhibited greater participation in the social (33.71%,  $n = 60$ ) and the economic dimensions (30.34%,  $n = 54$ ). North American companies exhibited more interest in the economic dimension (28.57%,  $n = 42$ ) and the stakeholder dimension (31.29%,  $n = 46$ ). In addition, Asian companies (27.53%,  $n = 49$ ) showed relatively higher engagement in the environmental dimensions than those from other countries. Lastly, North American companies (4.76%,  $n = 7$ ) earned the highest percentage of communicating the voluntariness dimension (see Figure 29).



## **CHAPTER 5: DISCUSSION AND SUGGESTIONS FOR FUTURE RESEARCH**

Overall, this study illustrates how top *Fortune Global 500* companies communicate CSR on their homepages, to create a socially responsible image. That 65.2% of companies communicated CSR on their homepage headlines reflects an increased awareness of the importance of CSR. The result shows CSR is embedded in the core of business operations and has come to be one of the most important issues in business. Therefore, this suggests that “social responsibility” is no longer a peripheral mind-set, but is conceptualized into the core of business (Porter and Kramer, 2006).

### **CSR COMMUNICATION AND REVENUE**

This study found 81% of the top 100 of *Fortune Global 500* companies communicated CSR in their homepage headlines. These results imply that larger companies consider communicating CSR as the most important factor in their business. Kim and Rader’s (2010) study also indicated that larger companies tended to communicate more CSR-focused strategies (e.g., creating a strong association between CSR and a company) than corporate ability association (CAb)-focused strategy (e.g., creating a strong association between superiority of a product, service, ability and a company). Moreover, Estrock and Leichty’s (1998) research found a correlation between the social responsibility index and organizational revenue. These results suggest that because the public has greater expectations and demands of larger corporate entities, public relation functions in larger organization are more alert to responding to the public’s need (Estrock and Leichty, 1998; Kim and Rader, 2010).

RQ2 implied a correlation between communicating a number of CSR aspects and revenue. Companies communicating more than one CSR aspect tend to have higher revenue. These results support Porter and Kramer's (2006) argument on the growing number of large businesses (e.g., GE, Google, IBM, Intel, Johnson & Johnson, Unilever, and Wal-Mart) that are creating CSR more in the core of their business values. Communicating all three CSR aspects embraces a more holistic approach by considering multiple stakeholders – internal (e.g., managers, employees) and external (e.g., consumer, suppliers, governments, activists, and the public). Therefore, these factors suggest that larger companies are not only communicating one aspect to justify their socially responsible actions but approaching with a more rounded strategy (Porter and Kramer, 2006) by integrating CSR into their core business concept.

#### CSR COMMUNICATION AND COUNTRY OF ORIGIN

The results concerning CSR communication and country-of-origin indicate that there are increased engagements in CSR communication among countries. In the past, Maignan and Ralston (2002) concluded that because the European public tends to be more skeptical of social responsibility issues (Vogel, 1992), companies tend to avoid communicating about their CSR endeavors directly. However, this study reveals that nearly three out of four (73%) of European companies communicated CSR in their homepage headlines. In addition, although CSR is quite a new notion to Asian countries, the study indicated that 67.24% of Asian companies communicated CSR on their homepages. Thus, as researchers claimed, in spite of local customs and cultures, more companies in their business and corporate communications are adopting CSR (Maignan and Ralston, 2002; Fortanier et al., 2011).

CSR communication by country-of-origin not only suggested increased communication but also indicated a significant relationship between the two. Countries differed in how they

communicated their CSR aspects. Corporate websites often reflect what stakeholders in their countries and culture expect. Thus different cultural perceptions and approaches may influence how companies communicate CSR (Welford, 2004). The *operational* aspect of communicating CSR encompasses legal, scientific, and economic justification (Ashforth and Gibbs, 1990). The *ideological* aspect encompasses more metaphorical and abstract reasoning. The result of R2a suggested a higher percentage of Asian companies displayed communicating environmental issues embedded in their mission, value, vision, and belief of their company. For instance, China National Petroleum communicated “the nature and future,” Sony (Japanese) communicated “Sony and the Environment” and GSCaltex (Korean) communicated in its homepage headline “Energy for sustainable life” with a symbol of a green leaf. These companies communicated that the environment was associated with the company’s overall image. However, the results of R2b showed a higher percentage of European and North American companies communicating their CSR efforts by employing the *operational* aspect. North American companies focused on communicating specific programs, such as Valero’s “Valero Texas Open Benefit for Children,” and AIG’s “Support Your Favorite Youth Organization,” or communicating achievements, such as Hewlett-Packard’s “2012 Best Global Green Brand.” R2a to R2b indicated that European companies focused on communicating both the *ideological* and *operational* aspects. For example, GSK communicated their commitment to society by proclaiming, “We are dedicated to improving the quality of life by enabling people to do more, feel better, and live better.” GSK also communicated what they were doing for the community by saying “GSK and Save the Children launch \$1 million award to discover new healthcare innovation for reducing child death.” The company communicated their commitment to society in business and what they were

actually doing to meet such a commitment. Therefore, the result appears to suggest that country-of-origin may influence how companies approach CSR communication.

In addition, the various frequencies in communicating CSR dimensions also manifest different issues in business across the countries. According to researchers, website homepages reveal the most important information about a company (Crowston and Williams, 1997; Rosenfeld and Morville, 1998; Moreno and Capriotti, 2009); thus, the content reflects the importance of certain topics in a particular country. For example, China thanks to its rapid economic growth now faces such environmental issues as pollution, issues that have become important to Asia in general (Welford, 2004). Thus, this may factor into the higher frequency among Asian companies of communicating these issues. It is true that in communicating CSR activities, companies have been influenced by global standards. This research, however, proposes that country-of-origin is still a considerable factor influencing such communication.

## CSR COMMUNICATION AND INDUSTRIES

To communicate CSR issues, companies approach its aspects differently, according to their industry. How companies vary in how often they communicate CSR aspects reflects the varying relationships between society and a particular industry. For example, from R2a to R2c, the data suggests that a higher percentage of energy companies communicate environmental topics in the *ideological* aspect. Environmental issues are crucial in CSR and are closely related to the core operations of businesses in energy and industrial sectors. From the pollution perspective, and other environmental issues, these industries are often associated with unpleasant practices. Thus, because these two components—the environment and the core operation of energy companies—are closely related, it is important, in building a socially responsible image, that these companies communicate in their business value their commitment to and embrace the

environment. Therefore, these industries employ more *ideological* aspects, such as embedding environmental themes in their slogans, mission, vision, and value (Verboven, 2011). Such effort is evidenced in Chevron's slogan, "Finding newer, cleaner ways to power the world" to create a socially responsible image. Thus, to communicate CSR issues, companies approach its aspects differently, and this is dictated largely by their industry.

In addition, Zenisek's (1979) CSR model suggests that to achieve a higher CSR performance the content of all three aspects should be congruent. Energy companies concentrated not just on the environmental dimensions from the *ideological* aspect but also communicated in the *operational* and *societal* aspects. These companies showed higher engagement in communicating the environmental dimensions through mission and commitment, but also drew attention to environmental programs and issues that they were involved in. In the *ideological* aspect, the financial services industry displayed the highest percentage of the social dimension. Likewise, financial services was also the leader in communicating the social dimension in the *operational* and the *societal* aspects. Therefore, not only is it important to take up a good CSR aspect to concentrate on, it is also important to address all three aspects consistently.

In addition, a chi-square test, from R3, suggests a relationship between CSR dimensions and the ten industry categories. Hoeffler and Keller (2002) argued that when a company's core business is congruent with a cause a company supports, there is higher consumer acceptance of cause-related marketing. Similarly, this research found that the health care sector played a large part in the social dimension of CSR, such as sponsoring programs that promote the health of the community. The energy and industrial sectors took part in the economic dimension, such as pushing programs to develop innovative technology. The financial services sector also earned

high percentages in communicating the economic dimension, such as their investing in small businesses. Thus, these outcomes reflect varying societal expectations of different industries and show that the industries address these expectations through different aspects.

## IMPLICATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

Recently, Asiana Airline, a South Korean airline with a good reputation, suffered a deadly crash at San Francisco's airport (Stering, 2013). The accident generated wide news coverage in Korea and the US. In 2011, British Petroleum (BP) had to cope with a huge environmental disaster (Campbell, 2010) that elicited a great deal of concern from the public and related stakeholders. Accidents like these can seriously damage a company's reputation. This research suggests that building a socially responsible image through CSR communication (Brown and Dacin, 1997; Sen and Bhattacharya, 2001; Maignan and Ralston, 2002; Brown and Dacin, 1997) can manage and even reduce these risks (Louegee and Wallace, 2006)

Therefore, this study offers several fresh insights for companies trying to understand CSR communication and to build a socially responsible image. First, companies employ different CSR aspects to communicate CSR according to what country they are based in. These distinctive CSR approaches reflect the public's needs and the local cultures of diverse countries. In addition, different CSR aspects influence how a country conveys a CSR message. Hence, although global standards shape how countries report on such CSR issues, real communication is affected by country-of-origin. Second, different CSR dimensions are closely related to the natural operation of a business. Researchers have found that stakeholders expect a company to support CSR that has a good fit with its core operation of business (Cone, 2007; Haley, 1996; Du et al., 2010). In addition, a socially responsible image is closely associated with the public's perception and evaluation of the company (Brown and Dacin, 1997), and it is closely connected to the corporate

identity and reputation (Du et al., 2010). Therefore, understanding how the public perceives and accepts the relationship between a particular CSR and an industry is important. In addition, holistic CSR approaches may be more effective at building a socially responsible image, as seen with Energy companies—creating a sustainable image through environmental dimensions. Thirdly, stakeholders have higher expectations of CSR from larger companies. Companies communicating CSR had higher revenues, and 81% of top global companies communicated CSR. Moreover, the correlation between revenue and communicating a number of CSR aspects assumes a higher expectation of top companies regarding CSR. Therefore, the public's perception of companies with higher revenues may differ from others. For example, when popular companies and larger companies go wrong, such as involving in corporate scandals and unexpected accidents, they may come under more fire from the public. Lastly, this study offers a new insight into assessing CSR communication from different perspectives and dimensions to create a socially responsible image. This model could be useful to companies by clearing up confusion about communicating CSR, a sensitive topic, and facilitating other academic studies to understand the multifaceted concept of CSR in corporate communication.

This research is primarily exploratory. Indeed, its main purpose is to examine how *Fortune Global 500* companies, in building a socially responsible image through their homepage, employ the aspects and their five dimensions of CSR. The outcome assumes that different CSR aspects and dimensions are implemented in communication. Yet this study does not quantify the evidence to support the effectiveness of different CSR approaches in building a socially responsible image. In addition, this research does not measure the consistency in the message between these aspects. Therefore, future research should seek to better understand how these aspects and dimensions in CSR interact to enhance the company's overall image and evaluation.

Such a study would be well served by conducting interviews and surveys to examine how consumers' or the public's attitudes about or perceptions of companies vary according to CSR approach. Further on, studies might lead to an understanding of whether specific CSR information or different CSR approaches in communication affect the public's perception of corporate scandals or any sudden incidents that may influence the reputation of the company.



## TABLES

No.	Inter-coder reliability		No.	Inter-coder reliability		No.	Inter-coder reliability	
7	About the company	87.93%	40	CSR in the headline	85.55%	73	Product Quality for consumer	89.10%
8	Corporate Governance	96.86%	41	Environmental Dimension	77.99%	74	Fair employee treatment	98.96%
9	Product (Service)	80.59%	42	Social Dimension	81.86%	75	CSR reporting	89.10%
10	Innovation	83.11%	43	Economical Dimension	80.59%	76	Volunteering programs	98.96%
11	Shareholders (Investors, partnership)	95.79%	44	Stakeholder Dimension	80.59%	77	Code of ethics	94.71%
12	Press release (Media, News)	97.92%	45	Volunteering Dimension	97.92%	78	Policy	98.96%
13	Community	96.86%	46	Preserving bio-diversity	98.96%	79	Energy Conservation	96.86%
14	Sustainability	96.86%	47	Restoring environment	97.92%	80	Emission issues (acid gases,)	96.86%
15	Careers	84.34%	48	Controlling pollution	97.92%	81	Energy policy	98.96%
16	Employees	95.79%	49	Recycling	97.92%	82	Climate Change (eg. Greenhouse gases (GHGs),)	97.92%
17	Customer service	89.10%	50	Saving Energy	95.79%	83	Chemical and waste (spills and discharges, etc)	100.00%
18	Contact us	94.71%	51	Renewable energy	95.79%	84	Water	98.96%
19	Corporate Citizen	98.96%	52	Clean energy	96.86%	85	Arts and culture	94.71%
20	Environment	96.86%	53	Green products	97.92%	86	Social Cause	98.96%
21	CSR	86.75%	54	Eco-friendly technology	91.38%	87	Quality of life in the community	95.79%
22	CSR News format	90.25%	55	Environment management systems	96.86%	88	Safety of the community	98.96%
23	Financial Report	86.75%	56	Sustainable development	94.71%	89	Human rights	100.00%
24	CSR report	83.11%	57	Social investment on Education programs	91.38%	90	Energy Supply and Demand	95.79%
25	CSR Stakeholder's blog	89.10%	58	Supporting social cause	95.79%	91	Sustainable developmetn	93.61%
26	Facebook	94.71%	59	Supporting community development	83.11%	92	Innovative technology	86.75%
27	Twitter	89.10%	60	Supporting community from natural disaster	100.00%	93	Economic growth in developing countries	97.92%
28	Google +	97.92%	61	Supporting cultural institution	93.61%	94	Social Inequality	97.92%
29	Youtube	92.50%	62	Promoting safety of the community	91.38%	95	Investors	92.50%
30	LinkedIn	93.61%	63	Programs to help poverty	96.86%	96	Health and safety of supply chain	98.96%
31	Flickr	98.96%	64	Social investment on Small business	100.00%	97	Health and safety of consumers	92.50%
32	Other	81.86%	65	Creating Jobs	96.86%	98	Health and safety of employees (injuries, fatalities...)	98.96%
33	FAQ	94.71%	66	Innovative technology development	84.34%	99	Business Ethics	98.96%
34	Code of Ethics	97.92%	67	Sustainable economic development	95.79%			
35	CSR Banner	80.59%	68	Investing in developing countries	95.79%			
36	Mission	93.61%	69	Health and Safety programs for consumers	89.10%			
37	Vision	98.96%	70	Health and safety programs for employees	96.86%			
38	Value	95.79%	71	Health and safety programs for supply chain	97.92%			
39	CSR-related image	89.10%	72	Product responsibility program	97.92%			

**Table 1 Inter-coder reliability test by descriptive variables (questions 7-100)**

No.	Inter-coder reliability	No.	Inter-coder reliability	No.	Inter-coder reliability	No.	Inter-coder reliability
1	82.0%	26	94.9%	51	92.2%	76	88.5%
2	94.9%	27	99.2%	52	94.0%	77	96.6%
3	91.3%	28	85.6%	53	93.1%	78	98.3%
4	94.9%	29	94.9%	54	95.7%	79	96.6%
5	97.5%	30	94.0%	55	94.0%	80	89.4%
6	96.6%	31	98.3%	56	92.2%	81	96.6%
7	94.9%	32	92.2%	57	90.3%	82	97.5%
8	93.1%	33	80.6%	58	90.4%	83	96.6%
9	95.7%	34	96.6%	59	91.3%	84	96.6%
10	96.6%	35	82.7%	60	94.9%	85	94.9%
11	99.2%	36	89.4%	61	88.5%	86	90.4%
12	99.2%	37	90.4%	62	87.6%	87	92.2%
13	100.0%	38	84.7%	63	91.3%	88	N/A
14	98.3%	39	100.0%	64	80.6%	89	93.1%
15	88.3%	40	80.6%	65	96.6%	90	88.5%
16	97.5%	41	96.6%	66	84.7%	91	96.6%
17	90.4%	42	94.9%	67	N/A	92	94.9%
18	94.0%	43	97.5%	68	95.7%	93	98.3%
19	98.3%	44	86.6%	69	95.7%	94	89.4%
20	95.7%	45	97.5%	70	92.2%	95	94.9%
21	96.6%	46	94.9%	71	88.5%	96	99.2%
22	91.3%	47	87.6%	72	93.1%	97	94.9%
23	92.2%	48	94.9%	73	N/A	98	98.3%
24	98.3%	49	89.4%	74	99.2%	99	96.6%
25	93.1%	50	85.6%	75	95.7%	100	96.6%

**Table 2 Inter-coder reliability for companies (1-100)**

Inter-coder Reliability for Descriptive Variables					
Rank:	Web site address:	Name of the company:	Industry category:	Country of the company	Gross Revenue(\$ millions):
100%	100%	100%	100%	100%	100%

**Table 3 Inter-coder reliability for descriptive variables (Question 1-6)**

	Energy (n=62)	Material (n=45)	Industrial (n=85)	Consumer Discretionary (n=75)	Consumer Staples (n=33)	Health Care (n=27)	Financial Service (n=100)	Information Technology (n=23)	Telecommuni- cation (n=24)	Utilities (n=22)	Differences
<i>Number of businesses:</i>											$\chi^2=6.095, df=18, p=.99$
1. The <u>ideological Aspect</u>	33	26	34	26	17	22	43	11	6	15	$\chi^2=33.529, df=10, p=.000$
the environmental dimension	21	13	16	11	6	1	8	3	2	10	$\chi^2=55.685, df=9, p=.000$
the social dimension	15	15	20	9	7	15	25	5	2	12	$\chi^2=55.206, df=9, p=.000$
the economic dimension	25	20	21	13	11	4	15	7	4	8	$\chi^2=47.606, df=9, p=.000$
the stakeholder dimension	10	15	14	9	15	15	27	6	4	6	$\chi^2=55.661, df=9, p=.000$
the voluntariness dimension	0	1	1	2	0	1	1	0	1	1	$\chi^2=21.794, df=9, p=.357$
2. The <u>operational Aspect</u>	24	16	25	22	13	17	30	13	7	9	$\chi^2=19.609, df=9, p=.033$
the environmental dimension	14	8	12	12	3	0	5	2	1	6	$\chi^2=23.551, df=9, p=.009$
the social dimension	12	3	12	8	4	8	21	4	4	6	$\chi^2=13.3191, df=9, p=.206$
the economic dimension	17	11	22	12	10	3	16	7	3	4	$\chi^2=11.912, df=9, p=.291$
the stakeholder dimension	8	9	9	10	9	13	16	5	2	2	$\chi^2=28.760, df=9, p=.001$
the voluntariness dimension	0	2	1	1	0	1	3	0	0	1	$\chi^2=6.9781, df=9, p=.728$
3. The <u>societal Aspect</u>	14	7	10	6	5	6	11	3	4	4	$\chi^2=9.548, df=10, p=.481$
the environmental dimension	8	3	7	1	2	0	1	0	0	3	$\chi^2=23.224, df=9, p=.010$
the social dimension	1	2	4	3	3	3	6	0	2	0	$\chi^2=8.488, df=9, p=.581$
the economic dimension	10	3	4	4	1	0	4	2	1	1	$\chi^2=15.1664, df=9, p=.126$
the stakeholder dimension	2	1	2	2	1	5	5	2	1	2	$\chi^2=16.538, df=9, p=.085$
the voluntariness dimension	0	0	0	0	0	0	0	0	0	0	

**Table 4 CSR aspects in homepage headlines by Industry Category**

	Energy (n=62)	Material (n=45)	Industrial (n=85)	Consumer Discretionary (n=75)	Consumer Staples (n=33)	Health Care (n=27)	Financial Service (n=100)	Information Technology (n=23)	Telecommuni- cation (n=24)	Utilities (n=22)	Differences
<i>Number of businesses:</i>											$\chi^2=57.237, df=36, p=.014$
the environmental dimension	23	14	18	14	6	1	10	3	2	12	$\chi^2=44.139, df=10, p=.000$
the social dimension	19	16	26	11	9	18	33	6	7	13	$\chi^2=35.005, df=10, p=.000$
the economic dimension	29	23	29	16	13	5	22	9	7	8	$\chi^2=27.137, df=10, p=.002$
the stakeholder dimension	14	17	18	13	15	16	32	8	5	8	$\chi^2=29.526, df=10, p=.001$
the voluntariness dimension	0	2	1	3	0	1	4	0	1	1	$\chi^2=6.508, df=10, p=.771$

**Table 5 CSR dimensions in homepage headlines by Industry Category**

Communicating CSR in homepages	Europe (n =164)	North America (n =147)	Asia (n =178)	Differences
Number of businesses:				$\chi^2 =17.494$ , df=4, p<.01
1. The <i>ideological</i> Aspect	78	56	91	$\chi^2 =6.470$ , df=2, p< .05
The environmental dimension	26	13	47	$\chi^2=20341$ , df=4, p=0.0004
The social dimension	42	27	55	$\chi^2=9.408$ , df=4, p=0.051678
The economic dimension	43	30	50	$\chi^2=5.128$ , df=4, p=0.274
The stakeholder dimension	40	38	38	$\chi^2=2.2516$ , df=4, p=0.642
The voluntariness dimension	2	4	1	$\chi^2=4.282$ , df=4, p=0.369
2. The <i>operational</i> Aspect	68	61	39	$\chi^2 =18.789$ , df=2, p<.01
The environmental dimension	22	16	22	$\chi^2 =19.962$ , df=2, p=.000046
The social dimension	36	24	21	$\chi^2 =6.348$ , df=2, p=.042
The economic dimension	43	31	26	$\chi^2 =7.054$ , df=2, p= .029
The stakeholder dimension	33	36	12	$\chi^2 =21.289$ , df=2, p=.000
The voluntariness dimension	1	6	1	$\chi^2 =7.672$ , df=2, p=.022
3. The <i>societal</i> Aspect	30	23	14	$\chi^2 =8.401$ , df=2, p<.05
The environmental dimension	8	6	8	$\chi^2 =.130$ , df=2, p=.937
The social dimension	11	7	5	$\chi^2 =2.878$ , df=2, p=.237
The economic dimension	13	10	6	$\chi^2 =3.408$ , df=2, p=.182
The stakeholder dimension	11	10	2	$\chi^2 =7.900$ , df=2, p=.019
The voluntariness dimension	0	0	0	

**Table 6 CSR aspects in homepage headlines by Country of Origin**

Communicating CSR in homepages	Europe (n =164)	North America (n =147)	Asia (n =178)	Differences
Number of businesses:				$\chi^2 =20.479$ , df=8, p <.01
The environmental dimension	31	17	49	$\chi^2 =.13.578$ , df=2, p=.001
The social dimension	58	37	60	$\chi^2 =4.637$ , df=2, p=.237
The economic dimension	58	42	54	$\chi^2 =1.974$ , df=2, p=.373
The stakeholder dimension	51	46	44	$\chi^2 =2.134$ , df=2, p=.344
The voluntariness dimension	3	7	1	$\chi^2 =6.52$ , df=2, p=.038

**Table 7 CSR dimensions in homepage headlines by Country of Origin**

CSR-related elements in homepages	N	(%)
CSR heading in the navigation	248	49.6
CSR News format	292	58.4
Financial Report	240	48.0
CSR report	100	20.0
CSR Banner	86	17.2

**Table 8 Percentage of companies exhibiting CSR-related elements in homepages**



	Value	Df	Asymp. Sig. (2- sided)
Pearson Chi-Square	31.942 <sup>a</sup>	20	.044
Likelihood Ratio	33.074	20	.033
Linear-by- Linear Association	.058	1	.809
N of Valid Cases	495		

**Table 9 Communicating CSR in their homepage  
headline by Industry Category**

	Value	Df	Asymp. Sig. (2- sided)
Pearson Chi-Square	10.195 <sup>a</sup>	4	.037
Likelihood Ratio	10.232	4	.037
Linear-by- Linear Association	1.938	1	.164
N of Valid Cases	479		

**Table 10 Communicating CSR in their homepage  
headline by Country of Origin**

CSR in homepage headline		N	Mean	Std. Deviation	Std. Error
Revenue of the company	Yes	332	64374.5370	63649.07120	3493.19660
	No	153	49000.8059	32946.50161	2663.56679

**Table 11 Group statistics of presence of CSR in their homepage headline**

		Sum of Squares	df	Mean Square	F	Sig.
ideological	Between Groups	8.348	10	.835	3.516	.000
	Within Groups	115.638	487	.237		
	Total	123.986	497			
operational	Between Groups	4.481	10	.448	1.996	.032
	Within Groups	109.318	487	.224		
	Total	113.799	497			
societal	Between Groups	1.153	10	.115	.952	.485
	Within Groups	59.007	487	.121		
	Total	60.161	497			

**Table 12 Communicating CSR aspects by Industry Category**

		Levene's Test for Equality of Variances		T-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Revenue of the company	Equal variances assumed	14.058	.000	2.818	483	.005	15373.73117	5456.15164	4653.00625	26094.45608
	Equal variances not assumed			3.500	476.801	.001	15373.73117	4392.83627	6742.01956	24005.44277

**Table 13 Independent Sample t-test between companies 'no CSR' and 'yes CSR' in their homepage headline**

All_3aspects	N	Mean	Std. Deviation	Std. Error Mean
Revenue of the company $\geq 1.00$	268	67877.2892	68226.72305	4167.61042
company < 1.00	232	49129.1685	33188.54718	2178.93487

**Table 14 Group statistic for companies communicating 'no-CSR' and 'more than 1 CSR aspects'**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Revenue of the company	Equal variances assumed	22.336	.000	3.813	498	.000	18748.12064	4917.14275	9087.21861	28409.02268
	Equal variances not assumed			3.987	398.501	.000	18748.12064	4702.84316	9502.63771	27993.60358

**Table 15 Independent Sample t-test for the mean differences between ‘no-CSR’ and ‘more than 1 CSR aspects’**

			1 aspect	2 aspect	3 aspect	All three aspect
Spearman's rho	Revenue of the company	Correlation Coefficient	.030	.118**	.184**	.186**
		Sig. (2-tailed)	.510	.008	.000	.000
		N	500	500	500	500

\*\*. Correlation is significant at the 0.01 level (2-tailed).

**Table 16 Correlation between 'revenue of the company' and 'number of CSR aspects'**



The <i>societal</i> aspect		Sum of Squares	df	Mean Square	F	Sig.
The environmental dimension	Between Groups	.006	2	.003	.065	.937
	Within Groups	20.988	478	.044		
	Total	20.994	480			
The social dimension	Between Groups	.131	2	.066	1.439	.238
	Within Groups	21.769	478	.046		
	Total	21.900	480			
The economic dimension	Between Groups	.193	2	.097	1.705	.183
	Within Groups	27.058	478	.057		
	Total	27.252	480			
The stakeholder dimension	Between Groups	.360	2	.180	3.991	.019
	Within Groups	21.541	478	.045		
	Total	21.900	480			
The voluntariness dimension	Between Groups	0.000	2	0.000		
	Within Groups	0.000	478	0.000		
	Total	0.000	480			

**Table 17 CSR dimensions in the *societal* aspect by Country of Origin**

## FIGURES

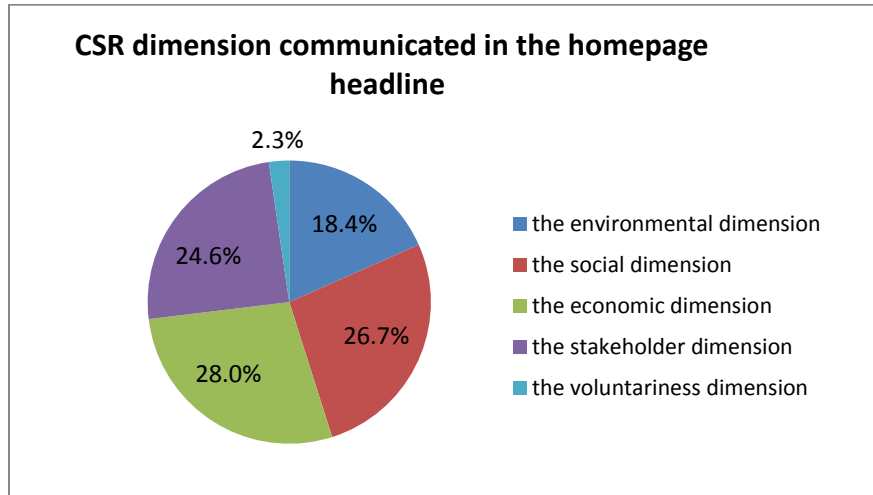
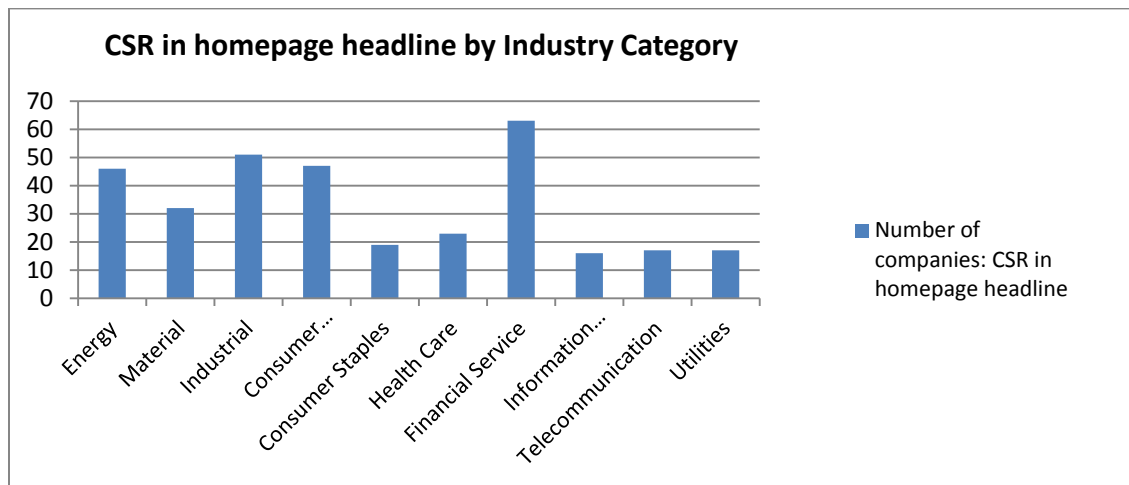
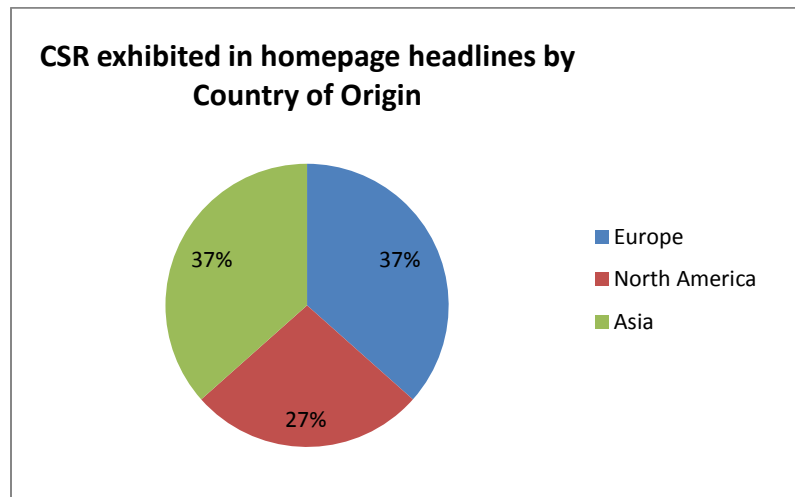


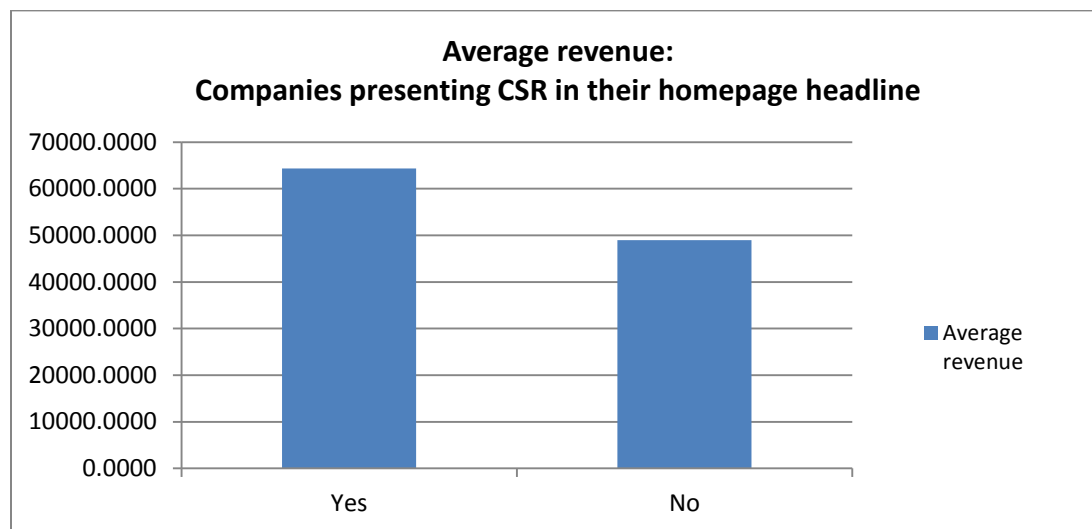
Figure 1 CSR dimensions by CSR in homepage headline



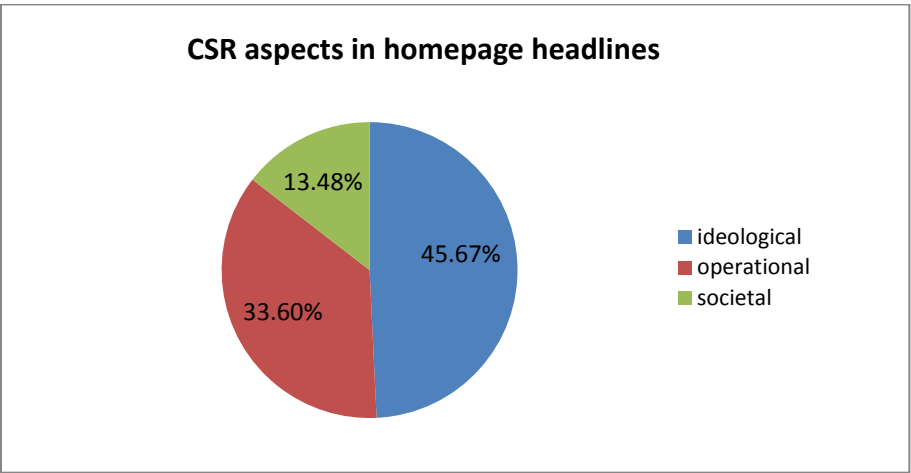
**Figure 2 Industry Category by CSR in homepage headline**



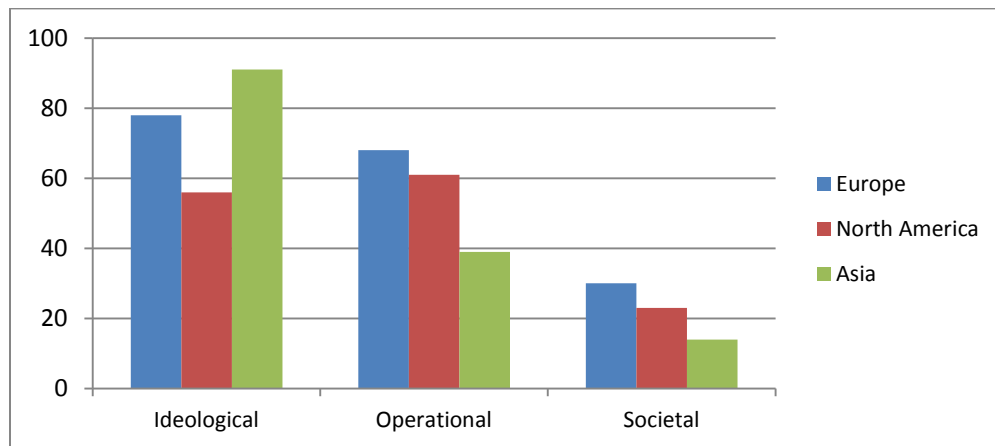
**Figure 3 Proportion of country of origin communicating CSR in homepage headlines**



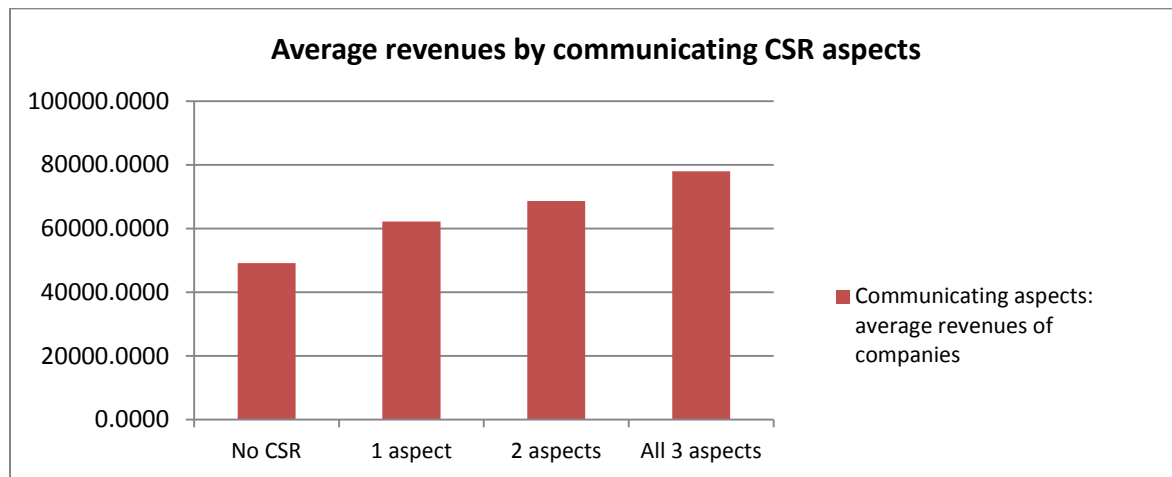
**Figure 4 Average revenues by CSR in homepage headlines**



**Figure 5 Proportion of CSR aspects in homepage headlines**

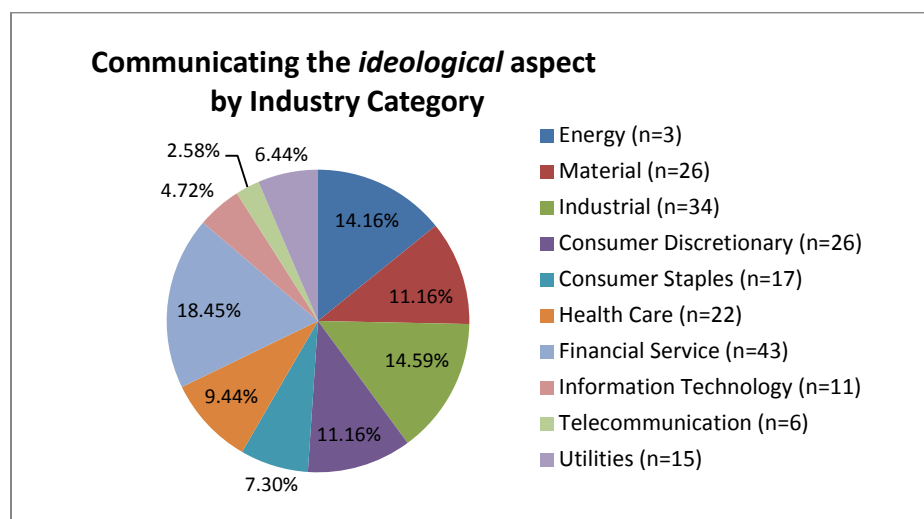


**Figure 6 CSR aspects by Country of Origin**

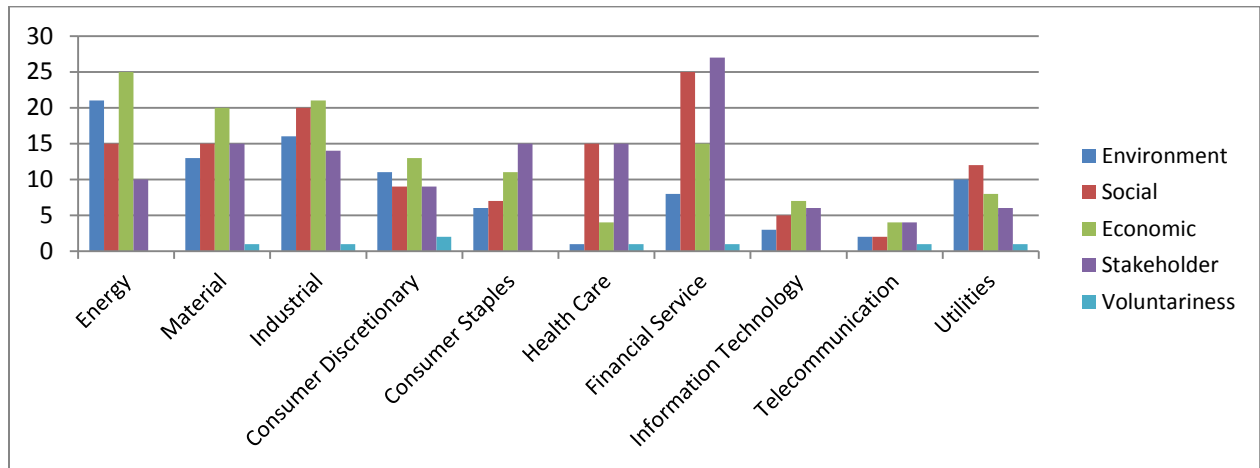


**Figure 7 Average revenues by communicating CSR aspects**

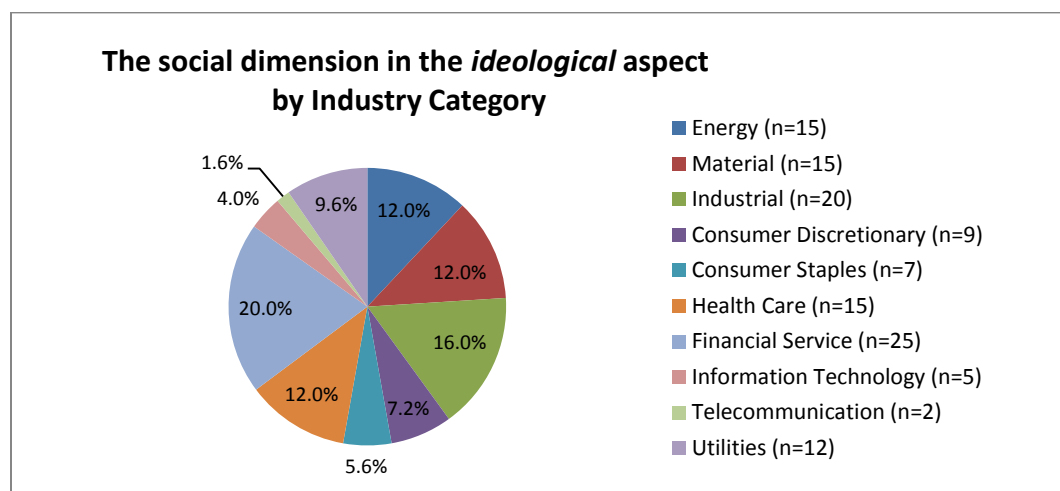




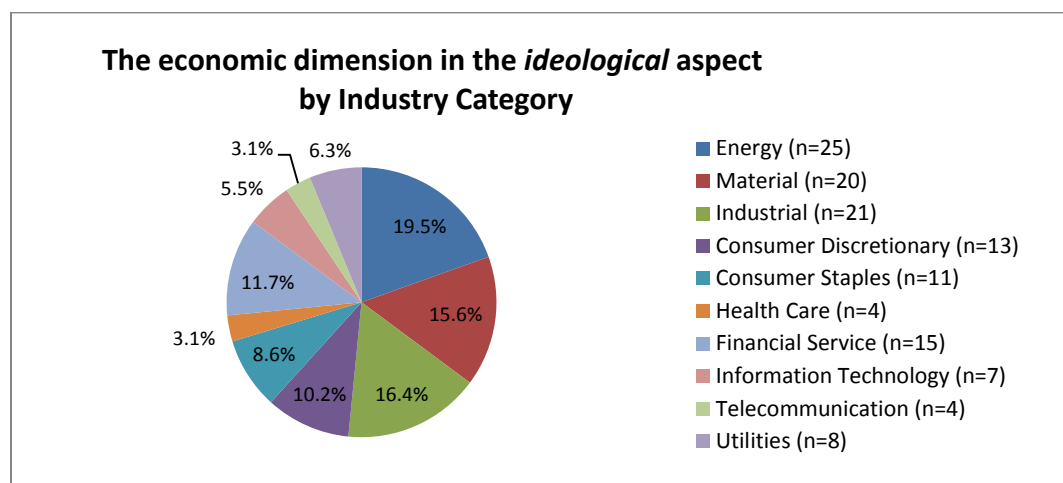
**Figure 8 Communicating the ideological aspect by Industry Category**



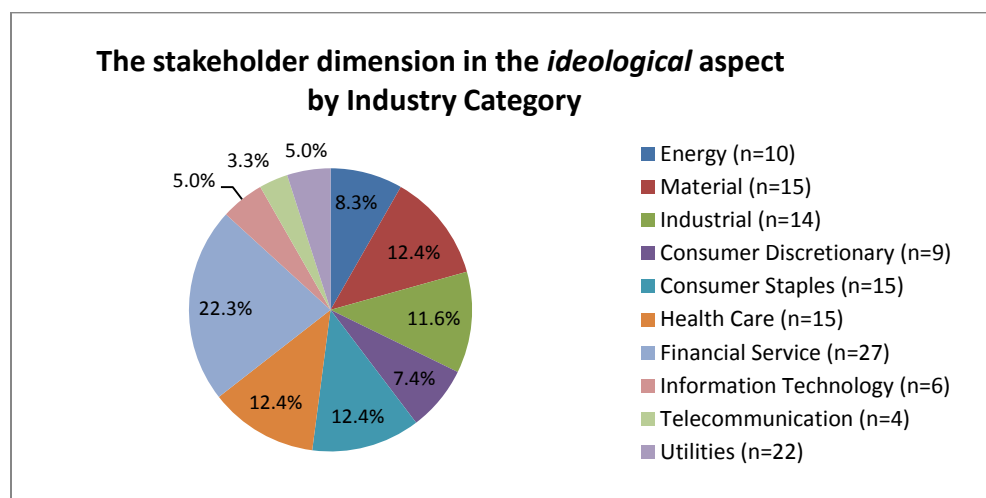
**Figure 9** CSR dimensions in the *ideological* aspect by Industry Category



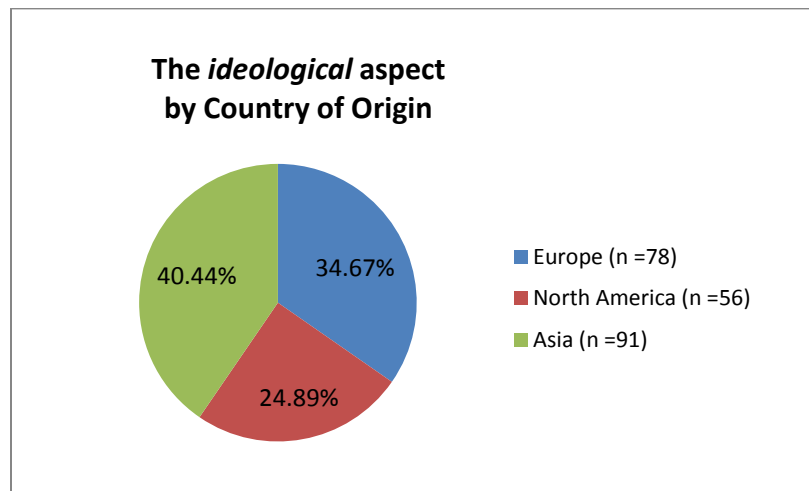
**Figure 10** The social dimension in the *ideological* aspect by Industry Category



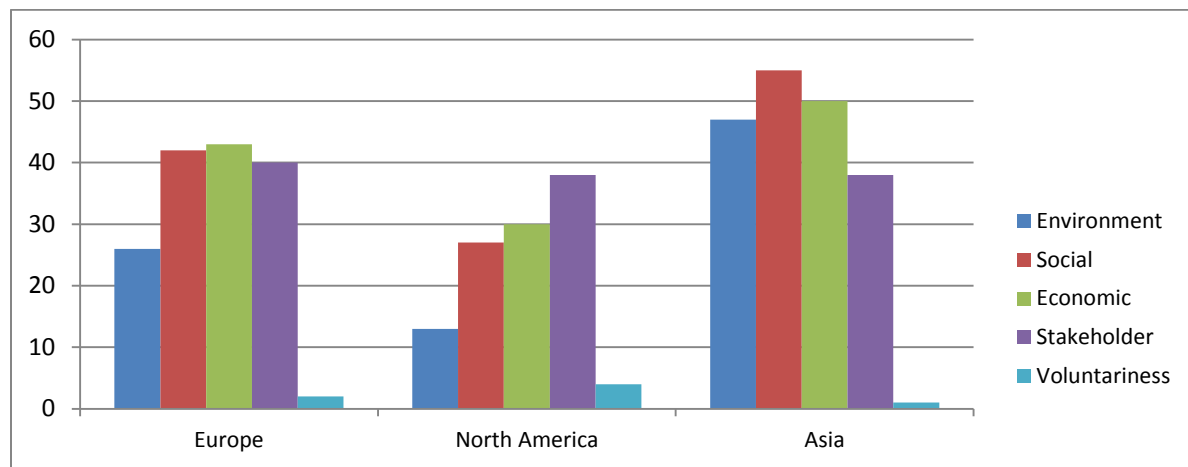
**Figure 11** The economic dimension in the *ideological* aspect by Industry Category



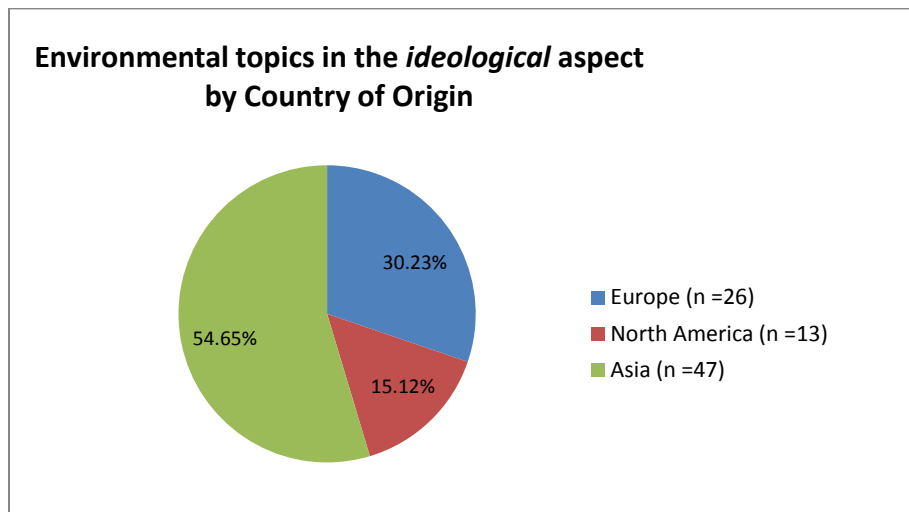
**Figure 12** The stakeholder dimension in the *ideological* aspect by Industry Category



**Figure 13** Communicating the *ideological* aspect by Country of Origin

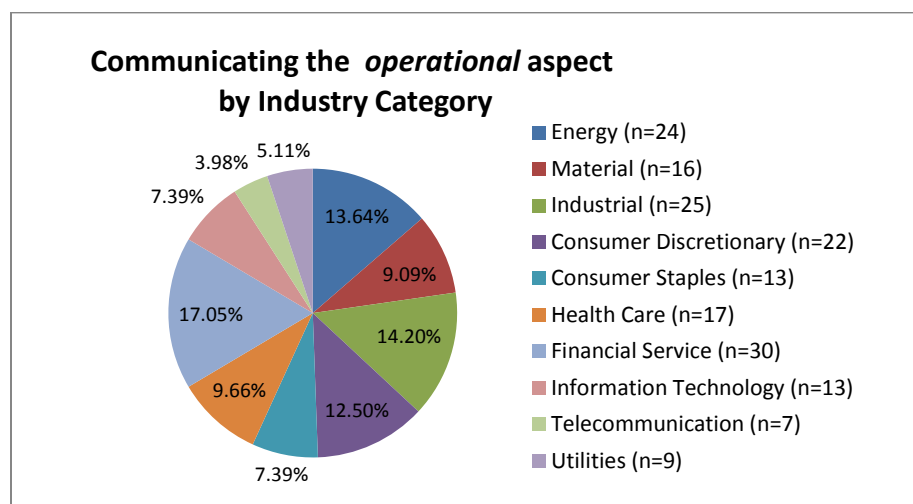


**Figure 14** CSR dimensions in the *ideological* aspect by Country of Origin

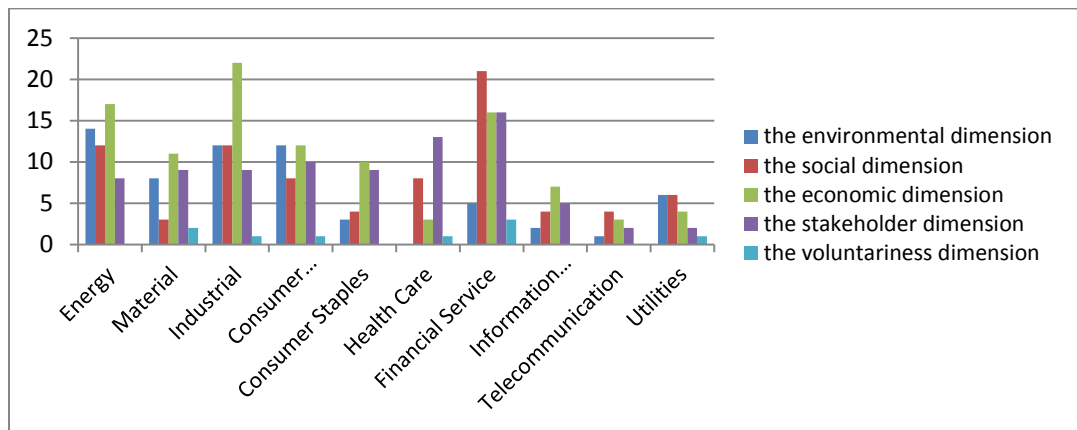


**Figure 15** Communicating the environmental dimensions in the *ideological* aspect by Country of Origin

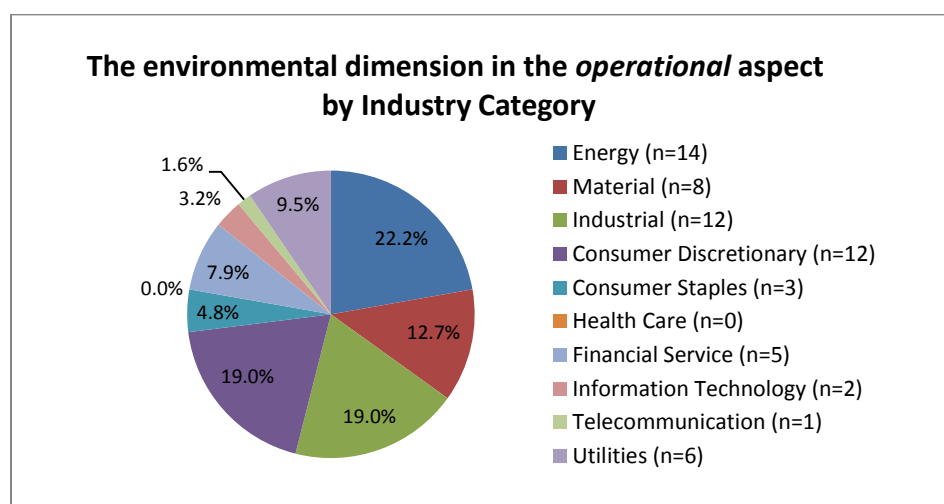




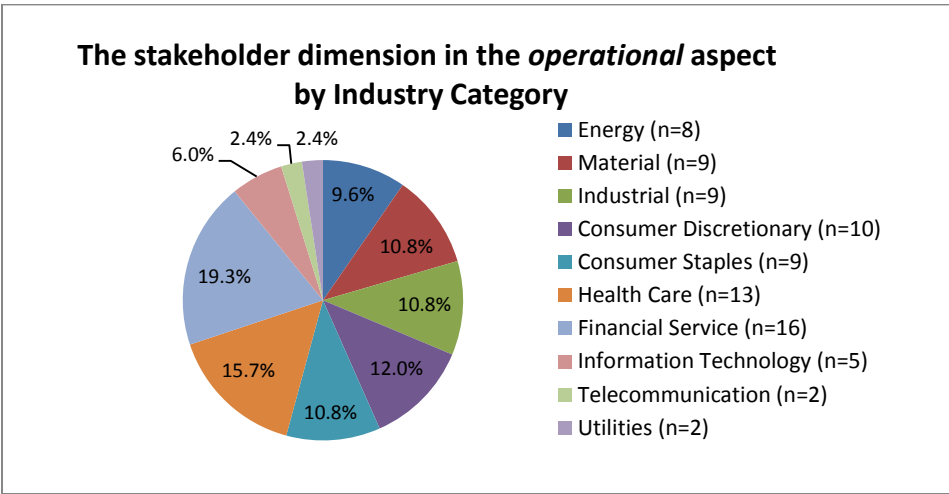
**Figure 16 Communicating the *operational* aspect by Industry Category**



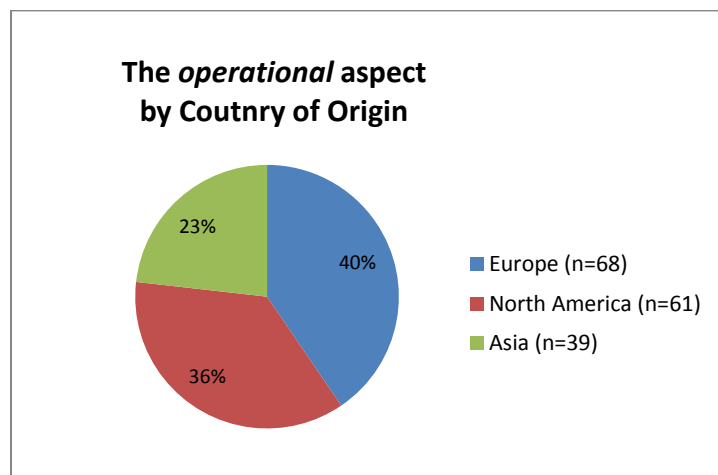
**Figure 17** CSR dimensions in the *operational* aspect by Industry Category



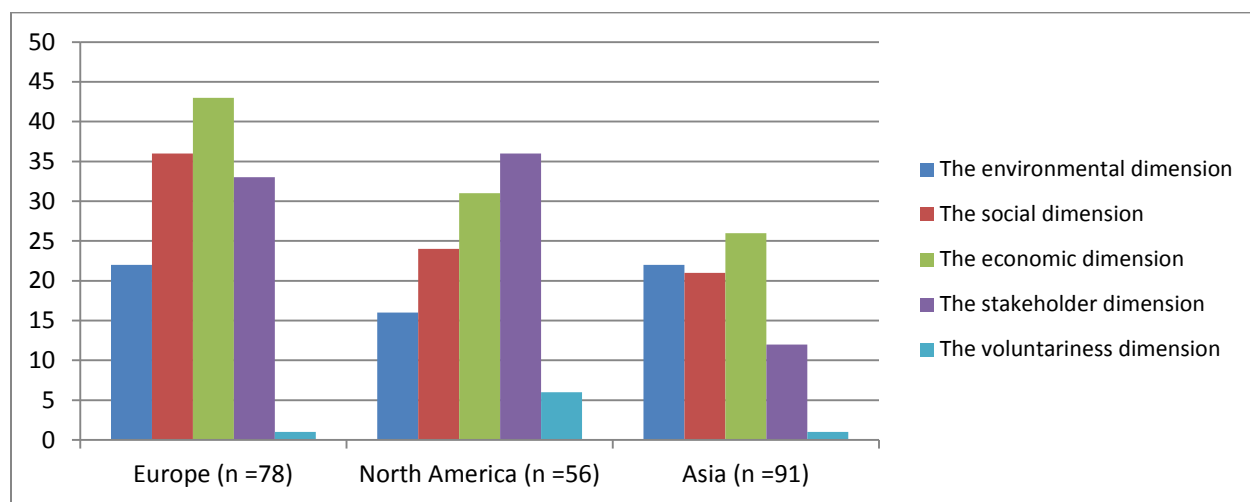
**Figure 18** The environmental dimension in the *operational* aspect by Industry Category



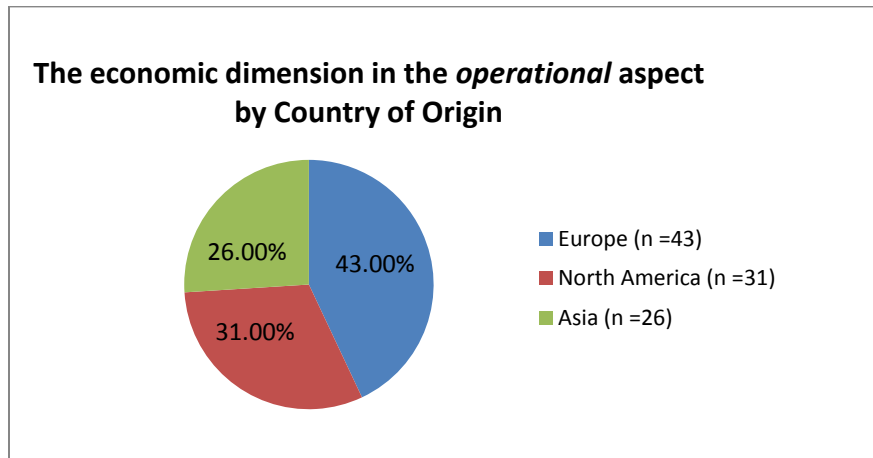
**Figure 19** The stakeholder dimension in the *operational* aspect by Industry Category



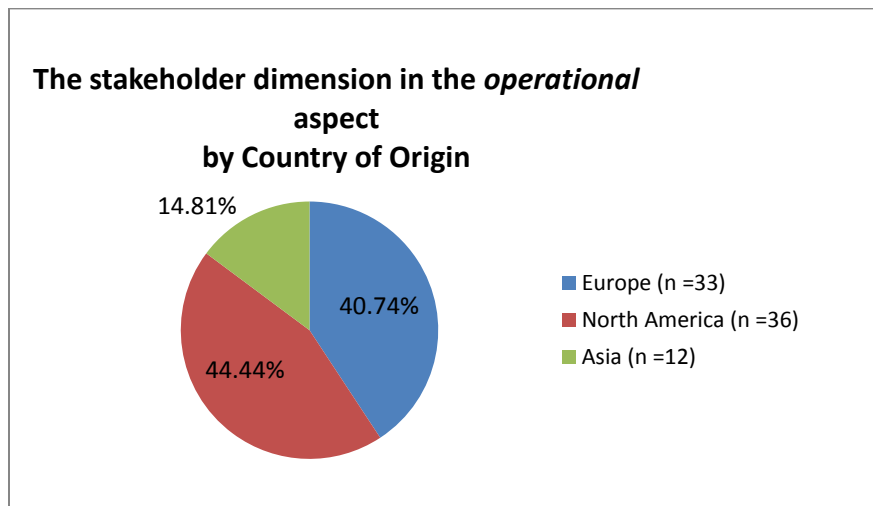
**Figure 20** Communicating the *operational* aspect by Country of Origin



**Figure 21** CSR dimensions in the *operational* aspect by Country of Origin

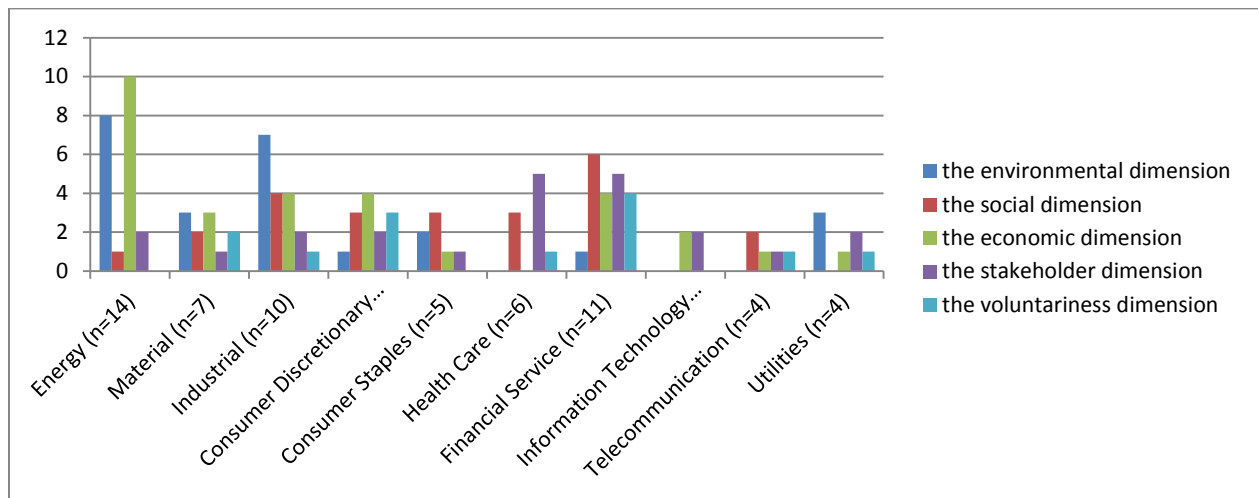


**Figure 22** Communicating the economic dimensions in the *operational* aspect by Country of Origin

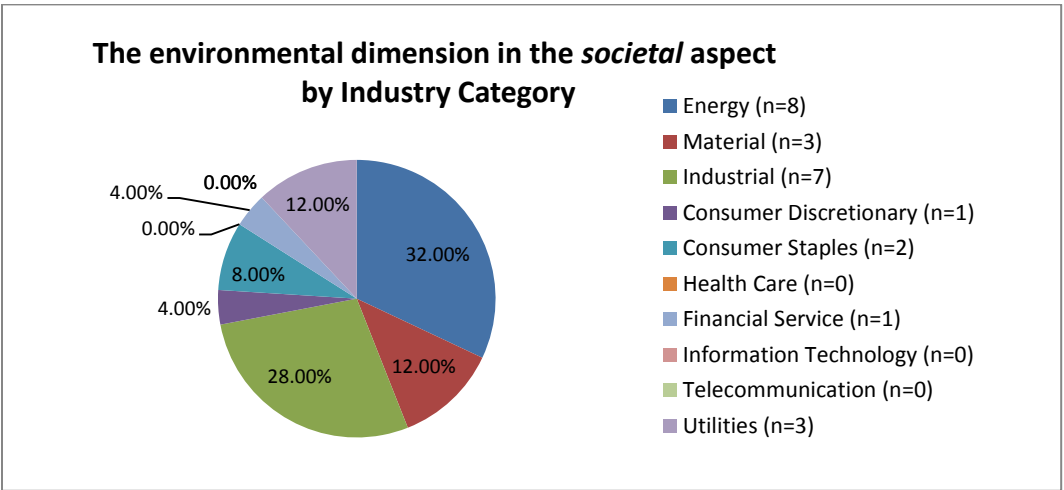


**Figure 23** Communicating the stakeholder dimensions in the *operational* aspect by Country of Origin

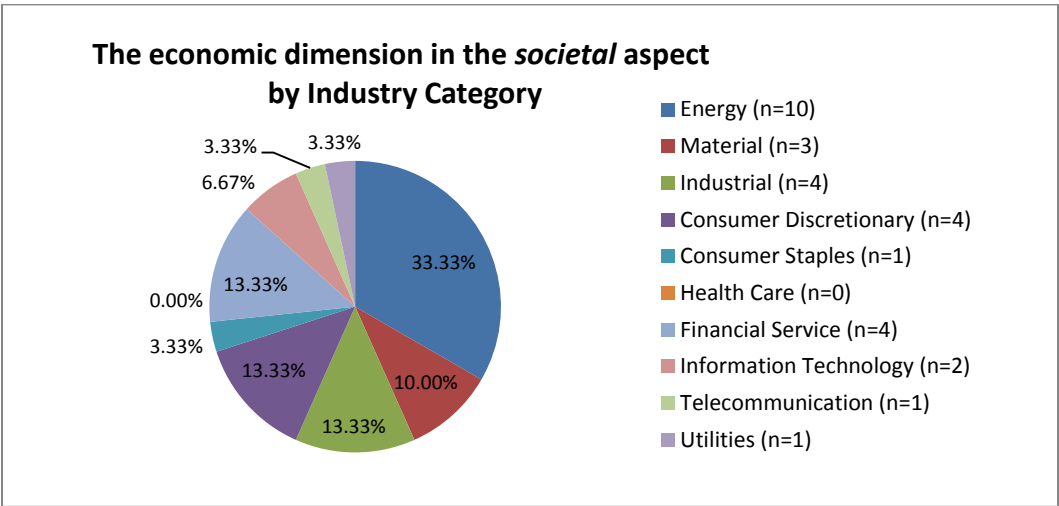




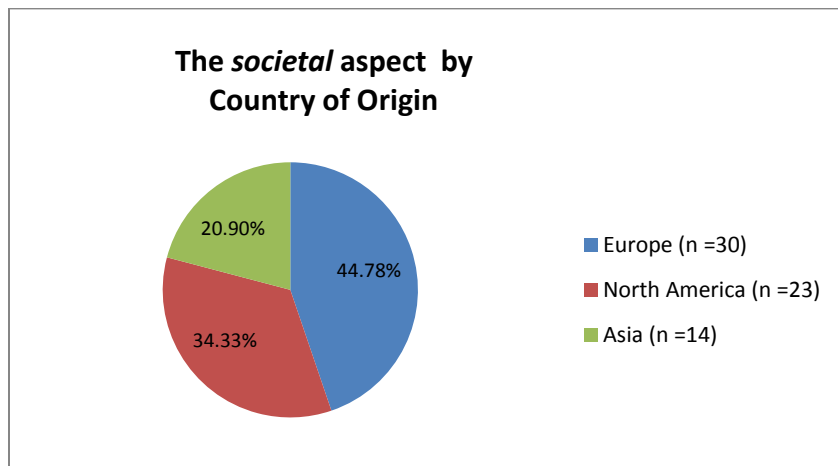
**Figure 24 CSR dimensions in the *societal* aspect by Industry Category**



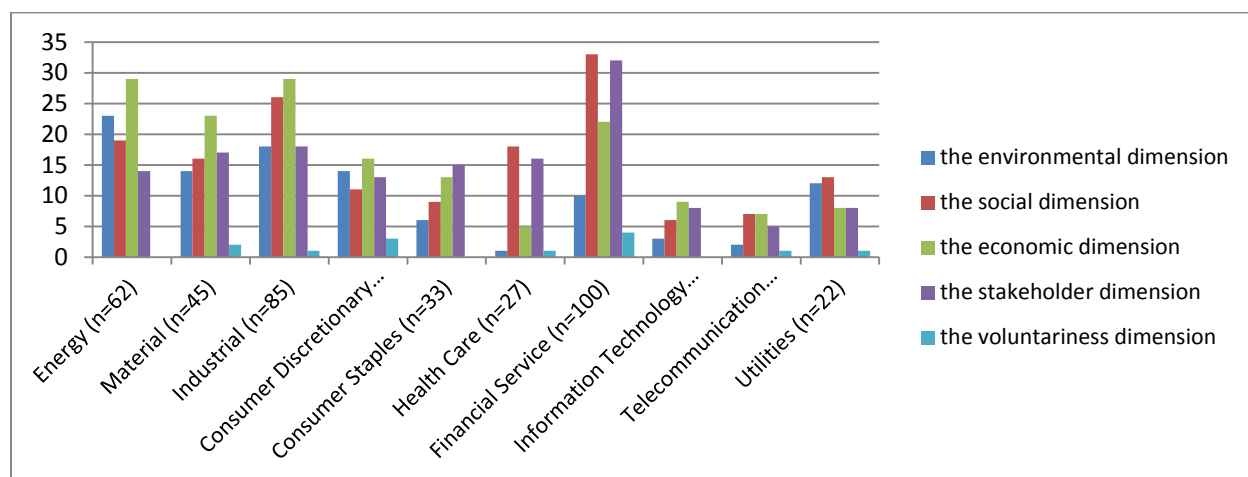
**Figure 25 Environmental issues (the *societal* aspect) communicated by Industry Categories**



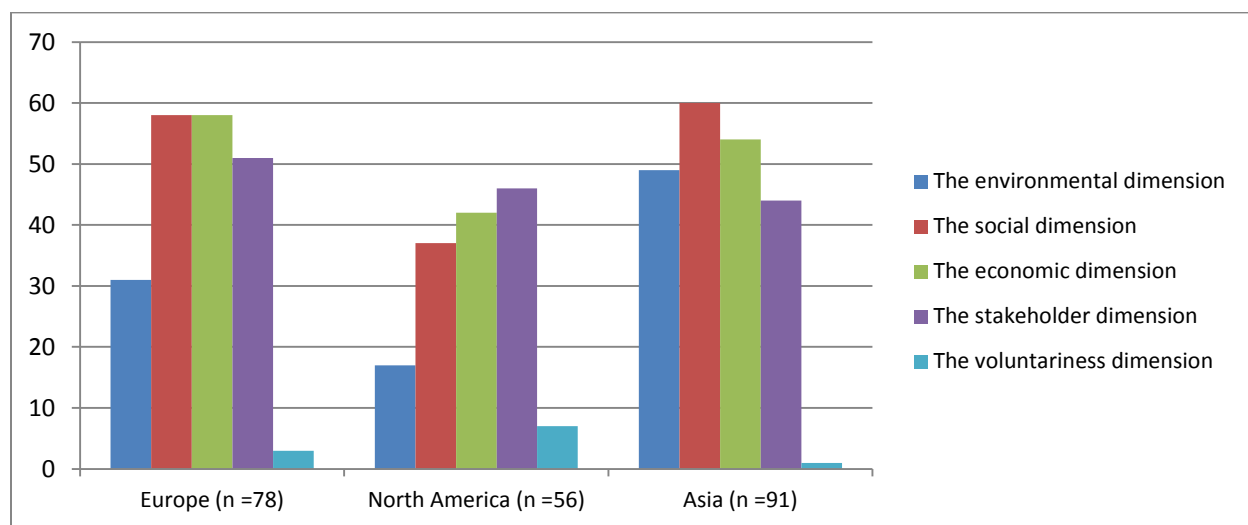
**Figure 26 Economic issues (the *societal* aspect) communicated by Industry Categories**



**Figure 27** Communicating the societal aspect by Country of Origin



**Figure 28 CSR dimensions by Industry Category**



**Figure 29 CSR dimensions by Country of Origin**

# APPENDIX

## CODESHEET

Coder's Name: \_\_\_\_\_

Date site captured: \_\_\_\_\_

### PART 1: WEB SITE INFORMATION

1. Rank:
2. Web site address:
3. Name of the company:
4. Industry category:
5. Country of the company
6. Gross Revenue (\$ in millions):

### PART 2: ELEMENTS IN THE MAIN MENU (1-Yes, 2-No)

7. About the company
8. Corporate Governance
9. Product
10. Innovation
11. Shareholders
12. Press release
13. Community
14. sustainability
15. Careers
16. Employees
17. Customer service
18. Contact us
19. Corporate Citizen
20. Environment
21. CSR

### PART3: CSR IN THE HOMEPAGE

22. CSR News format
23. Financial Report
24. CSR report
- Social media [25-32]**
25. CSR Stakeholder's blog
26. Facebook
27. Twitter
28. Google +
29. Youtube
30. LinkedIn
31. Flickr
32. Other
33. FAQ
34. Code of Ethics
35. CSR Banner
36. Mission
37. Vision
38. Value

### PART4: MULTI-MEDIA FORMAT CSR

39. Is there a CSR-related message or image?
40. Is this a CSR-related headline?

THE IDEOLOGICAL ASPECT: Does the CSR message in the homepage headline include the following dimensions? (1-Yes , 2-No)

41. The environmental dimension
42. The social dimension
43. The economic dimension
44. The stakeholder dimension
45. The voluntariness dimension

THE OPERATIONAL ASPECT: Does the homepage headline include any of the following contents? (1-Yes, 2-No)

The environmental dimension:

46. Preserving bio-diversity
47. Restoring environment
48. Controlling pollution

49. Reducing greenhouse gas emissions
50. Recycling
51. Saving Energy
52. Renewable energy/ Clean energy
53. Green products
54. Eco-friendly technology
55. Environment management systems
56. Sustainable development

The social dimension:

57. Social investment on Education programs
58. Supporting social cause (aids, breast-cancer, natural disaster etc.)
59. Supporting community development
60. Supporting community from natural disaster
61. Supporting cultural institution
62. Promoting safety of the community
63. Programs to help poverty Program: Philanthropic Donating

The economic dimension:

64. Social investment on Small business
65. Creating Jobs
66. Innovative technology development
67. Sustainable economic development
68. Investing in developing countries

The stakeholder dimension:

69. Health and Safety programs for consumers
70. Health and safety programs for employees
71. Health and safety programs for supply chain
72. Product responsibility program
73. Product Quality for consumer
74. Fair employee treatment
75. CSR reporting :

The voluntariness dimension:

76. Volunteering programs - such as Employees helping community in paid-hours
77. Code of ethics
78. Policy

**THE SOCIETAL ASPECT:** Does the homepage headline include any of the following contents? (1 – Yes, 2 – No )

The environmental dimension:

79. Energy Conservation
80. Emission issues (acid gases,)
81. Energy policy
82. Climate Change (eg. Greenhouse gases (GHGs),)
83. Chemical and waste (spills and discharges, etc)
84. Water

The social dimension:

85. Arts and culture
86. Social cause
87. Quality of life in the community
88. Safety of the community
89. Human rights

The economic dimension:

90. Energy Supply + Demand
91. Sustainable Development
92. Innovative Technology
93. Economic growth in developing countries
94. Social Inequality

The stakeholder dimension:

95. Investors
96. Health and safety of supply chain
97. Health and safety of consumers
98. Health and safety of employees (injuries, fatalities...)

The voluntariness dimension:

99. Business Ethics



## CODEBOOK

PART 1: WEB SITE INFORMATION: Enter the information found in the *Fortune Global 500* websites. Available at: [http://money.cnn.com/magazines/fortune/global500/2012/full\\_list/index.html](http://money.cnn.com/magazines/fortune/global500/2012/full_list/index.html)

1. Rank – the rank number of the company from Fortune Global 500
2. Web site address – enter the website address reported in the Fortune Global 500
3. Name of the company – record the name of the company corresponding to the rank
4. Industry category – code the industry category followed by the Global Industry Classification Standards (2002).

1- Energy, 2-Materials, 3-Industrials, 4-Consumer Discretionary, 5- Consumer staples, 6-Healthcare, 7-Financial, 8-Information technology, 9-Telecommunication services, 10-Utilities (Global Industry Classification Standards (GICS), 2002)

5. Country of the company – record the name of the country-of-origin corresponding to the rank
6. Gross Revenue (\$ in millions) – record the revenue of the company corresponding to the rank in *Fortune Global 500*

PART 2: ELEMENTS IN THE MAIN MENU: code (yes – 1) or (no – 2) on the presence of each element found in the navigation of the corporate website. Website navigation is a bar that guides users to find contents in the website. This is usually located in the upper part of the website under the corporate logos. The navigation bar frequently encompasses information that directs to specific corporate information, product information and other important information in the website.

7. **About the company** – heading that directs to information on introduction of the company, which includes a company's mission, vision, value, and CEO message and forth. Code 1 (yes), for similar terms such as 'About us', 'Our company', 'Who we are', and etc.
8. **Corporate Governance** – heading that directs to information on company management practices, which involves the conduct of board of directors and the relationship between the board, management and shareholders (e.g. information such as boards composition, function of the boards, board committees, and operations)
9. **Product** (e.g. service, brands) – heading that directs to information on a company's products or brands, and service in the company. Code 1 (yes) for terms such as 'service' and 'brands'
10. **Innovation** – heading that directs to information on a company's effort in developing their service or product further. Code 1 (yes) for similar terms such as 'research', 'development', 'R&D', 'technology', and etc.
11. **Shareholders** – heading that directs to information on information about stock, financing, stockholder meeting schedules, and reports on results and data. Code 1 (yes) for similar terms such as 'investors', 'partnerships', 'stockholders' and etc. Code 1 (yes) when they have any of these terms simultaneously.
12. **Press release** – headings that includes information on distributing a company's information towards journalists at major media outlets, investment professionals, academics, analysts, activists and consumers, NGOs and nonprofits. Code 1 (yes) for similar terms such as 'media', 'newsroom', 'news', and etc. Code 1 (yes) when they use these terms simultaneously. For example, if a navigation bar includes both 'press release' and 'newsroom', just code 1.
13. **Community** (e.g. community giving (Wal-Mart, 2013)) – heading that directs to information on a company's CSR efforts especially towards the community Code 1 (yes) for similar terms such as 'community giving', 'society', 'people', and etc.
14. **Sustainability** – heading that directs to information on company's CSR efforts especially towards the sustainability. Sustainability embraces a company's program and commitment directed to meeting the needs of present generation as well as a sustainable environment for the future generation (Visser, 2010). Code 2 (no) when they do not specifically use this term. Corporate sometimes use this term to indicate CSR. In that case, code 1 for sustainability and 1 for CSR as well.
15. **Careers** – heading that directs to information on company's effort to find new employees. Information includes, message of recruiting, working environment, employee benefits, and policies. (e.g. "Samsung is always looking for dynamic leaders to enhance our global excellence for the digital 21st Century. We're passionate about our people because we know our people make us the leader in diverse marketplaces and a market innovator in technology. New job postings are added daily, so to explore your next career click here and be who you can at Samsung." (Samsung, 2013))
16. **Employees** – heading that directs to information on employee environment, benefits, and policies including diversity program and CSR-related information. Companies sometimes use the term career and employee simultaneously. Code 1 (yes), only when the company uses this specific term.
17. **Customer service** – heading that directs to information on customer service related issues, such as details of the business operation, service questions, contact numbers, location and etc.
18. **Contact us** – heading that directs to a page that provides specific contact information in regards to question of service, product, information and program and general questions.
19. **Corporate Citizen** – heading that directs to information on socially responsible activities. A company aims to create higher standards of living and quality of life in the communities in which they operate, while still preserving profitability for stakeholders (Investopia, 2013). Code 1 (yes) for similar terms such as "corporate citizenship", "global citizenship", and "corporate citizen"
20. **Environment** – heading that directs to specific CSR information on environmental issues. This page will have information specifically on environmental issues of CSR such as waste management, pollution, ecological degradation, energy management, plus conservation and sustainable management of natural resources (Wilson, 2010).
21. **CSR** – heading that directs to specific information on corporate social responsibility efforts – business responsibility to society that extend beyond their obligations to the stakeholders in the firm (Carroll, 2010). Companies use various headings to mean CSR, thus code 1 for all the terms that indicates CSR and record the headings that companies specifically used.

PART3: CSR IN THE HOMEPAGE: code (yes – 1) or (no – 2) on the presence of each element found in the homepage of the corporate website.

22. **CSR News format** – any format of news stream in the homepage that includes issues or topics related to CSR
23. **Financial Report** – information on company's financial performance. Combining this with CSR report enables stakeholders to oversee an integrated annual report that shows the relationships between them.
24. **CSR report** - Information on a company's annual CSR activities that includes expenses, income, performances, and achievements, as well as specific programs that the company engaged in (CSR wire, 2013)

25-32 **Social media** - any format of social media that attempts to invite the public or related stakeholders to engage in any format of communication with the company (e.g. Facebook, Twitter, Google +, YouTube, LinkedIn, Flickr, Other)

33. **FAQ** – code the presence of element that directs to a page that answers ‘frequently asked questions’ regarding to the corporation (e.g. usability issues, device, societal and environmental issues related to the company, concerns, etc.).

34. **Code of Ethics** – code the presence of code of ethics, which is a company’s policy and belief that embraces business ethic .

35. **CSR Banner** – code the presence of banner that leads to a separate company’s CSR page.

36. **Mission** – code the presence of company’s mission illustrated in the homepage. Code 1 (yes) for similar terms such as ‘our purpose’.

37. **Vision** - code the presence of company’s vision illustrated in the homepage. Code 1 (yes) for similar terms such as ‘our vision’.

38. **Value** - code the presence of company’s value illustrated in the homepage. Code 1 (yes) for similar terms such as ‘our value’ and ‘what we believe’.

**PART4: MULTI-MEDIA FORMAT CSR:** code (yes – 1) or (no – 2) on the presence of each element found in the homepage of the corporate website.

39. Is there a **CSR-related image**? – code the presence of photos or illustration with CSR-related headings and information.

40. Is this a **headline**? – code the presence of CSR-related theme communicated in the homepage headline.

**THE IDEOLOGICAL ASPECT:** code (yes – 1) or (no – 2) on the presence of each dimension in the *ideological* aspect in the homepage headline.

41. **The environmental dimension** – The environmental dimension communicates a company’s CSR concerning its “environmental stewardship” in their mission, value, and belief (e.g. “ConocoPhillips is committed to protecting the environment that we share” (ConocoPhillips, 2013)).

42. **The social dimension** – The social dimension communicates a company’s CSR concerning its “contributing to a better society” in their mission, vision, and value. (e.g. “Smart Community – Committed to people, committed to the future” (Toshiba, 2013)).

43. **The economic dimension** – The economic dimension communicates a company’s CSR concerning its “contributing to economic development” in their mission, value, and belief. (e.g. “As we develop oil and gas resources to meet the world’s growing energy needs, we work to build and sustain local economic growth and improve social conditions” (ExxonMobil, 2013)).

44. **The stakeholder dimension** – The stakeholder dimension communicates a company’s CSR concerning its “treating the stakeholders of the firm” in their mission, vision, and value. (e.g. ‘Everywhere in the world, Nestlé represents a promise to the consumer that the product is safe and of high standard’ (Nestlé, 2013)).

45. **The voluntariness dimension** - The voluntariness dimension communicates a company’s CSR concerning its “ethical values” in their mission, value, and belief “based on ethical values” (e.g. “The people of Valero take pride in giving back” (Valero, 2013))

**THE OPERATIONAL ASPECT:** Does the homepage include the followings? (1-Yes, 2-No)

**The environmental dimension:** a company’s CSR process and engagement related to contributing to “the natural environment,” such as energy saving programs.

46. Preserving bio-diversity – an environmental program that aims to preserve bio-diversity (e.g. “Since operations began in 1964, Chevron has helped prevent the introduction of invasive mammal species and the spread of weeds on this Class A nature reserve.” (Chevron, 2013)).

47. Restoring environment - indicate specific environmental program that aims to restore the environment, such as restoring forest

48. Controlling pollution - indicate specific environmental program that aims to control pollution such as programs to reduce greenhouse emissions, manage wastes) (e.g. “We have made progress in this area in recent years and have a multi-billion dollar investment plan in place. We continue to roll out our global CO2 energy management programs, which use common tools, techniques and technology across our operations to optimize energy use. (Shell, 2013)).

49. Recycling - an environmental program that promote recycling or use recyclable manufacturing products (e.g. “using greener methods of chemistry: materials that are less toxic, easier to dispose of or recyclable” (GlaxoSmithKline, 2013)).

50. Saving Energy - an environmental program that aims to save energy (e.g. Shell’s program, “Using less energy to make everyday items – Advanced energy-efficient technology from Shell helps to meet this growing demand but with less waste, and lower CO2 emissions” (Shell, 2013)).

51 – 52. Renewable energy/Clean energy – an environmental program that embraces renewable and alternative energy that naturally occurs, such as biomass, solar, wind, tidal, geothermal and hydroelectric power that is not derived from fossil or nuclear fuel (CSR wire, 2013). For example, Total, a French energy company, announced that they opened a solar panel in France to power the local community (Total, 2013).

53. Green products – natural or organic food which have been processed in compliance with laws, regulations and agreements that typically exclude ingredients and/or manufacturing techniques that would involve contaminants and/or harmful chemicals (e.g. “Green Services are those businesses that promote eco-friendly services that strive to implement best business practices by creating low negative impact on the environment” (CSR wire, 2013)).

54. Eco-friendly technology – eco-friendly technology aims to improve operational performance, productivity, or efficiency while reducing costs, inputs, energy consumption, waste, or pollution such as carbon emissions (CSRWire, 2013). For example, Toyota communicated “Compact and spacious, Toyota’s electric cars are a great eco-conscious vehicle for day-to-day driving around town” (Toyota, 2013)). Code 1 for similar terms such as ‘clean technology’ and ‘renewable energy efficiency technologies’

55. Environment management systems (e.g. waste managements) - a set of processes and practices that enable an organization to reduce its environmental impacts and increase its operating efficiency. (e.g. “P& G achieves zero manufacturing wastes at 45 sites Worldwide” (PG, 2013))

56. Sustainable development – programs that is aimed to meet human needs while ensuring the sustainability of natural systems and the environment, thus, programs that aims to think about the future generation.

**The social dimension:** a company’s CSR process and engagement concerning its contributing to “the relationship between business and society,” such as education programs.

57. Education programs – a company’s effort to invest in education for a better society (e.g. “Tate & Lyle describes commitment to supporting educational projects, for example with its participation in the “Reading is Fundamental” program that helps ensure that kids have books in their homes” (Tate-Lyle, 2013)).

58. Supporting social cause – a company’s effort to involve in a cooperative effort with a non-profit organization related to social and charitable causes (e.g. “When you buy (PRODUCT) RED merchandise, Apple gives a portion of the purchase price to the Global Fund to fight AIDS in Africa” (Apple, 2013)).
59. Supporting community development – a social program to invest and support developing countries through social programs (e.g. “P&G helps improve homes and health for people in need around the world” (P&G, 2013)).
60. Supporting community from natural disaster – after the occurrence of natural disasters, companies display their support to help the survivors or victims of the natural disaster (e.g. “We offered our services to help the state of New Jersey raise \$2.6 billion in debt financing, in the wake of Superstorm Sandy, waiving our fees on the underwriting and guaranteeing that the state’s borrowing costs would not exceed a predetermined rat.” (J.P.Morgan Chase, 2013)).
61. Supporting cultural institution – programs to support the culture of the society through investing in local art museum and participating in historic preservation (e.g. “Cultural philanthropy (program) which aims at making art from private collections accessible to the public, offering the French nation an important piece of its cultural heritage and helping museums to enrich its collections.” (AXA, 2013)).
62. Promoting safety of the community – programs to enhance the safety of the community such as programs for nutritious diet, providing safe water in developing countries (e.g. “The P&G Children’s Safe Drinking Water Program (CSDW) uses powdered water purifying technology to turn dirty, potentially deadly water into clean, drinkable water. To date, CSDW has reached more than 65 countries and saved tens of thousands of lives” (P&G, 2013)).
63. Programs to help community through Philanthropic Program – programs of donating and volunteering to help the community (e.g. “the award, sponsored exclusively by AIG, recognizes youth organizations that embrace a “kids first” approach, evidenced by their implementation of recognized best practices and policies that protect kids and promote safety within their organization. The winner of the STRIVE award receives a \$5,000 donation for their organization and a fanfare celebration” (AIG, 2013)).

**The economic dimension:** a company’s CSR process and engagement concerning its contributing to the “economic development of the society,” such as programs to create jobs.

64. Social investment on Small business – programs or achievements to support small business (e.g. “Goldman Sachs 10,000 small business is an investment to help entrepreneurs create jobs and economic opportunity by providing greater access to education, capital and business support services” (Goldman Sachs, 2013)).
65. Creating Jobs – programs or achievements of the company to create jobs (e.g. “GE’s global business makes us one of the largest exporters in the U.S. helping to support American jobs for 134,000 GE workers” (General Electric, 2013)).
66. Innovative technology development – programs or achievements to develop innovative technology that promotes the economic growth as well as attaining sustainable business (e.g. “The world will need a mix of energy resources to meet growing global demand. We are using advanced technologies to help unlock new resources of oil and gas responsibly, and to boost production from existing fields” (Shell, 2013)).
67. Sustainable economic development – programs or achievement to attain sustainable economic development such as creating a sustainable infrastructure (e.g. “Higher vehicle sales, higher sales revenue and higher operating profit: in the reporting year the Volkswagen Group outperformed the record level of the previous year. As a result, the Group is firmly on course to reach its ambitious growth targets – and sustainably secure its long-term viability”(Volkswagen, 2013)).
68. Investing in developing countries – programs that financially invests in developing countries (e.g. “Rising to the challenge, the GE unit GE Energy Financial Services provided capital to build wind farms using the latest GE technology, supplying power to some Indian villages for the first time” (General Electric, 2013)).

**The stakeholder dimension:** a company’s CSR process and engagement concerning its contributing to “stakeholders or stakeholder groups,” such as diversity programs for employees.

69. Health and Safety programs for consumers – programs to protect and ensure the quality of the product that is closely related to the health and safety of the (e.g. quality and food safety are guided by the Company’s Quality Policy, (Nestle, 2013); “Sustainability Policies and Programs for Nutrition & Well Being – Consumers want nutrition information, and we’re happy to provide it.” (McDonalds, 2013)
70. Health and safety programs for employees – programs or achievements that embrace the health and safety of the employees such as working environment (e.g. Employee health program - “Samsung Electronics makes every effort to create a safe and pleasant work environment. All of our production plants have obtained OHSAS18001 certification for occupational health and safety management system.” (Samsung, 2013)
71. Health and safety programs for supply chain – programs or achievements that embrace the health and safety of the supply chain such as programs to improve the working condition for the supply chain (e.g. “We engage with suppliers regularly to share best practices and communicate our expectations for their social and environmental actions in a variety of ways” (General Motors, 2013)).
72. Product responsibility program – programs that ensures the responsibility of the product (e.g. “Outstanding customer complaint management system – in an effort to secure consumer trust, we implemented Customer Complaint Management system in 2006” (GSCaltex, 2013)).
73. Product Quality for consumer – programs that ensures the quality of the product that enhances the safety and health of the consumer (e.g. “GE has focused on providing solutions that benefit our customers and society at large. Our Power & Water portfolio of ecomagination products includes purification technologies that reclaim up to 99% of wastewater for recycling, accelerate water-use reductions, and treat wastewater to provide customers with safe drinking water” (General Electric, 2013)
74. Fair employee treatment – programs that ensures fair treatment of employee such as fair employee treatment policy such as diversity programs (e.g. “We are particularly proud of our efforts over the past 20 years to make a diversity of people, ideas, and experiences a driving force behind the business we conduct. We have one of the most diverse workforces of any financial services company in the nation. Forty-nine percent of the workers at Fannie Mae are minorities and 47 percent are women. Representing a wide range of perspectives, we are able to better serve the families in America’s housing market” (FannieMae, 2013)).
75. CSR reporting – a company’s corporate social responsibility reports ex) sustainability report, specific CSR program reports such as supply chain report, etc.

**The voluntariness dimension:** a company’s CSR process and engagement concerning its contributing to “actions not prescribed by law,” such as code of conduct.

76. Volunteering programs – CSR programs related to donating and employees helping community during paid-hours (e.g. Employee volunteering programs and donation programs (Allianz, 2013)).
- [77-78] Code of ethics (e.g. policy) – a company voluntarily establishes ethical guidelines that reflects a company's business ethics and values, which guides the operations and decisions in their business (e.g. The Royal Dutch Shell communicates their "code of ethics" in their homepage (The Royal Dutch Shell, 2013)).

**THE SOCIETAL ASPECT:** Does the homepage include the followings? (1-Yes, 2-No)

**The environmental dimension:** a company's concern and interest in "the natural environment," such as displaying concern towards the pollution issue in China.

79. Energy Conservation – a company discusses the need for energy conservation (e.g. "Energy efficiency is one of our most economical sources of new energy. Imagine this: A reduction of just 5 percent in global energy use would save the equivalent of more than 10 million barrels of oil per day—enough energy to power Australia, Mexico and the United Kingdom" (Chevron, 2013)).
80. Emission issues (acid gases,) – a company communicates emission issues and how it can be solved (e.g. "Using energy more efficiently makes sense for many reasons, including: It reduces carbon emissions. It lowers costs. It conserves the supplies we have (Chevron, 2013)).
81. Energy policy – a company communicates issues on energy policy (e.g. "To improve worldwide energy security, the United States and other nations need sound, cooperative energy policies that address a wide array of political, economic and environmental issues. With about 70 percent of the world's proven crude oil and natural gas reserves owned by governments and state enterprises, it is more important than ever for governments and industry to work together to balance supply with demand." (Chevron, 2013))
82. Climate Change – a company discusses about the climate change issues in the globe such as greenhouse gases (GHGs). (e.g. "Energy demand could rise by up to 80% by 2050 while CO2 emissions must urgently fall to limit the impact of serious climate change." (Shell, 2013))
83. Chemical and waste – a company discusses about chemical and waste issues, which harms the environment (e.g. "On the evening of 20 April 2010, a gas release and subsequent explosion occurred on the Deepwater Horizon oil rig working on the Macondo exploration well for BP in the Gulf of Mexico" (British Petroleum, 2013)).
84. Water – a company discusses about water issues in the globe (e.g. "Almost one billion people in the developing world do not have access to clean drinking water. As a result, thousands of children die every day" (P&G, 2013)).

**The social dimension:** a company's concern and interest in "the relationship between business and society," such as showing concern and care about poverty in developing countries.

85. Arts and culture – a company discusses the need to support and care arts and national culture (e.g. "Cultural heritage, performing arts, visual arts, musical creation and interpretation, and the dissemination of literature, languages and knowledge: the need for support in the cultural domain with respect to preservation, promotion and dissemination is never-ending, as it has such a profound value to society in terms of human, social and economic development" (BNP Paribas, 2013))
86. Social cause – a company discusses its support and care towards the social causes such as breast cancer (e.g. "These same genes can be used to produce cancerous cells and may therefore be useful in designing faster and more reliable treatments." (BNP Paribas, 2013))
- [87-88] Quality and safety in the community – a company discusses its support and interest towards the quality of the life in the community (e.g. "There continues to be concern about obesity rates and related risks to human well-being among consumers, governments, NGOs, and health and nutrition experts. We take these issues seriously and are working to do what we can to positively influence the situation. We know we cannot address this problem alone, but we are committed to being part of the solution" (McDonalds, 2013)).
89. Human rights – a company discusses its support and interest towards the human rights (e.g. "In a world marked by continuing economic volatility and political upheaval, with large numbers of people migrating from rural to urban areas in search of work and improved living conditions, it is particularly important that we take effective action to ensure that human rights are respected" (Nestle, 2013)).

**The economic dimension:** a company's concern and interest in the "economic development of the society," such as discussing current economic issues.

90. Energy supply and demand: indicating societal issues on energy consumption that may exceed the supply in the future. Companies communicate these issues in the homepage showing that they do care for these issues (e.g. "The growing demand is fueled by a population that is predicted to increase 25 percent in the next 20 years, with most of that growth in countries with emerging economies, such as China and India. Rising energy demand from economic output and improved standards of living will likely put added pressure on energy supplies" (Chevron, 2013)).
91. Sustainable development – development of economy based on a set of values and beliefs at its center, such as "do no harm," "zero-waste," "make external costs visible," and "sustainable business" that discusses the need of sustainable business for the future generation (BSR, 2011).
92. Innovative technology – discussing societal issues regarding to innovative technology that enhances the economic growth and maintains sustainable business (e.g. "Next generation Ideas about Mobility" General Motor communicates what the next generation mobility will be about via a video clip in their sustainability page (General Motor, 2013)).
93. Economic growth in developing countries – discussing societal issues on economic difficulties in developing countries (e.g. "With one of the world's fastest-growing economies and populations, India needs new, cleaner sources of power to continue fueling its economic expansion. Roughly one-third of its 1.2 billion citizens lacks access to electricity. Of the 200 gigawatts produced by the country's energy projects in operation, most are generated by fossil fuels. In response, the Government of India has set a target to meet 20% of the country's energy needs with renewable sources by 2020" (General Electric, 2013)).
94. Social Inequality – indicating social issues such as social inequality or global inequality, justifying how they consider their international workers living standards as well as how they are aware of these issues – such as supply chain (e.g. "In 2011, shared growth was one of the most discussed economic issues in Korea. Corporate profits have increased steadily since the financial crisis in 2008. However, the benefit of growth was concentrated on large corporations instead of spreading out over society as a whole. The divide between companies and classes has grown deeper and became a global concern" (Samsung, 2013)).

**The stakeholder dimension:** a company's concern and interest in "stakeholders or stakeholder groups," such as displaying equal opportunity issues.

95. Investors – discussing societal issues related to investment decisions and needs for effective stakeholder interactions (e.g. “An open and ongoing dialogue with our stakeholders has been an integral part of our strategy for years. This allows us to understand our stakeholders and share with them what we pursue and why. It is a way for us to gain trust and to critically evaluate our endeavours” (ING, 2013)).
96. Health and safety of supply chain – discussing societal issues regarding to the supply chain such as needs to increase small business engagement (e.g. “Minorities are expected to comprise more than 50 percent of the U.S. population by 2030. In order to develop, maintain and grow a competitive supplier base, it is essential to engage Minority and Women’s Business Enterprises (MWBE). These companies also are important drivers of job creation, innovation and broad economic activity” (General Motors, 2013)).
97. Health and safety of consumers – discussing societal issues regarding to the health and safety of consumers (e.g. “Traffic-related fatalities account for 23 percent of all injury deaths in the world, according to the World Health Organization, a statistic that is likely to climb higher as the number of vehicles on the road continues to increase in emerging markets” (General Motors, 2013)).
98. Health and safety of employees – discussing societal issues regarding to the need of health and safety of employees, such as human rights (e.g. “As a company founded on clear principles we strive to comply with the laws and regulations in place wherever we operate, as well as adhering to international standards. We also recognise our responsibility to respect human rights” (Nestle, 2013)).

**The voluntariness dimension:** a company’s concern and interest in “actions not prescribed by law” such as displaying business ethical issues.

99. Business Ethics – discussing societal issues regarding to ethical codes in business, such as misconduct in workplace (e.g. “All employees are encouraged — and expected — to report any sign of misconduct in the workplace. Concerns can be raised through supervisors or local Human Resources consultants” (Allstate, 2013)).

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